

NEWS: EUROPE

Latvian PM voted back into office

By Matthew Kaminski

Mr Andris Skele, who resigned as Latvian prime minister last month in a row over a cabinet appointment, yesterday won parliamentary approval to form a new government.

Mr Skele quit after President Guntis Ulmanis joined in criticism of his choice of Mr Vasily Melnik as finance minister in the wake of local media allegations that he had breached anti-corruption laws – the premier called the allegations “irresponsible and groundless”.

Yesterday, after a reconciliation between the president and Mr Skele, a businessman with no political affiliation, the fractious parlia-

ment confirmed Mr Skele's new five-party coalition by 70 votes to 17. The new cabinet differs little from the one he headed for a year – Mr Melnik is not a member.

Mr Skele's first year in office earned him a reputation as a solid economic manager. The middle Baltic state, in size and location, shook off a crippling banking shakeout in 1995 that stunted growth and widened the budget deficit.

The recovery remains fragile, but the numbers point in the right direction. Inflation last year was 13 per cent and the 1997 budget, following deep cuts in the welfare system, came in balanced. The GDP rose a modest 2.5 per cent,

says Nomura Research Institute. Mr Skele also improved Latvia's relationship with the International Monetary Fund, which had been angered by its budget policies in the wake of the banking shake-out.

The crucial financial sector, which has driven growth in the capital, Riga, looks healthier after the central bank tightened oversight and forced closures and consolidation of the weaker banks.

Standard & Poor's was impressed enough last month to grant Latvia a BBB credit rating, a notch higher than Poland and Greece.

Mr Skele says privatisation will be concluded by the end of next year and the sales will include the big utilities – Latvenergo and Lat-

via Gas – and the Latvian Shipping Company, a leading Baltic Sea merchant fleet.

“Mr Skele has a clear vision of what he wants,” says an EU diplomat in Riga, the capital. “He's studied what's required for the EU and he's gone out to get it. They're closing the gap on the Estonians, the northern neighbours. But western economic officials urge caution. Arrears and the pace of

deregulation in the energy sector

will test the government's mettle,

one says, while growth is slow.

European officials in Latvia

argue the country must focus more attention on education, improving its transport infrastructure – as transit trade will probably be a

locomotive for the economy – and further progress on shortening up the rule of law.

Mr Skele, who remains popular even after some painful reforms, rejects suggestion that the country might devalue the lat currency, now pegged to the SDR basket, to promote export-led growth. Mr Einars Reipse, the central bank governor, adds: “No country has ever voluntarily left a haven of stability.

“Low inflation is our top goal, and we expect to reach single digits within two years,” he says.

“The current foreign exchange policy even benefits exporters because we still consider the currency slightly undervalued.”

EUROPEAN NEWS DIGEST

German call for tax talks

The prospect of Germany introducing tax cuts a year earlier than planned increased yesterday after senior figures in the Bonn coalition and opposition Social Democratic party (SPD) backed early talks on the government's proposals.

The SPD is urging cuts for middle and low income taxpayers from next year – rather than 1999 as originally planned by the government – and yesterday proposed cross-party talks should start this month. Its support is important because agreement is needed from the opposition-dominated upper house of parliament, the Bundesrat, for parts of the package.

In response, Mr Peter Hintze, secretary general of Chancellor Helmut Kohl's Christian Democratic Union, said: “Major tax reform is our most important project for more growth and employment. The quicker we have agreement with the SPD-controlled Länder in the

Bundesrat, the better.” Talks this month might accelerate the timetable for lowering and simplifying Germany's tax system. However, there remains resistance within the SPD to much of the package, including proposed top-rate tax cuts and a possible increase in value-added tax.

On Wednesday Mr Theo Waigel, finance minister, set out specific steps that could be implemented in 1998 – including an initial cut in the bottom income tax rate from 25.9 per cent to nearer 20 per cent. But he also said the top rate had to be cut from the current 53 per cent to less than 50 per cent.

Ralph Atkins, Bonn

UK casts scorn on BSE report

By Neil Buckley in Brussels

The UK has accused the European parliament's special inquiry into the “mad cow” crisis of “gratuitously misrepresenting the facts” in its highly critical final report on the affair.

Stephen Wall, British ambassador to the European Union, has written to Mr Reiner Böge, the German MEP who chaired the inquiry, to complain that the “absurd” report had “chosen to recycle old prejudices, even when these do not fit the facts”.

The latest twist in the ongoing battle between the UK and Brussels over BSE (bovine spongiform encephalopathy) came a week before the European parliament's full session will vote on the report next Wednesday.

The report identifies the UK as the prime culprit in the crisis, cataloguing 13 areas of criticism – including failure to implement EU controls to halt the spread of BSE and attempting to “blackmail” the European Commission into lifting the global ban on British beef exports.

It also criticises the Commission on 18 points, including putting the interests of the beef market above human health.

The UK is particularly angry about an amendment to the final report calling for Mr Douglas Hogg, agriculture minister, to be taken to the European Court for his refusal to appear before the inquiry. Mr Hogg is facing a censure motion brought by the opposition Labour party for his handling of the crisis in the House of Commons next week.

Sir Stephen notes that the inquiry committee turned down an invitation to meet Mr Hogg when it visited London. Denying suggestions that the UK had not co-operated with the inquiry, he says the UK sent a “significant volume of documentation” plus the two most senior officials handling the case. He calls an allegation that the UK failed to carry out the necessary research into BSE an “extraordinary claim”. Instead of giving UK scientists credit for “ground-breaking” research, he adds, the report accuses them of aiding a “British conspiracy”.

“This is absurd and an allegation for which you are able to produce no evidence,” the ambassador writes.

“It is also insulting to the individuals concerned and a slur on their professional integrity,” Sir Stephen adds that the report “contains a number of inaccuracies and omissions”.

“It is a great pity that months of work in gathering evidence have not been reflected in the final report,” he says.

Another amendment to the report suggests the UK should be forced to repay more than Ecu 1bn (£1.8bn) spent out of EU funds on dealing with the crisis last year, but legal experts suggest MEPs would have little chance of enforcing such a demand.

Spanish lorry strike escalates

A picket was hit and killed by a French lorry yesterday in northern Spain, heightening tensions as the Spanish truckers' strike entered its second week.

Elsewhere police provided escorts for those crossing picket lines and there were reports of arrests as strikers slashed tyres and broke windscreens of lorries that ignored the stoppage. Several industrial plants in northern Spain, where the protests are concentrated, shut down because of a lack of supplies and there were fears of food shortages in the main cities.

Strikers are demanding lower fuel costs and tariffs, a ban on new licences and retirement at 60. The government said it would announce measures today which would enable truckers to purchase cheaper diesel if they formed co-operatives. The measures seek to restructure the trucking sector, which is highly fractured in Spain with more than 80 per cent of domestic road transport conducted by owner-drivers. The government also promised increased police action to prevent picket line violence and ensure transport of essential goods.

Tom Burns, Madrid

Poland ends petrol price curbs

The Polish government has lifted price controls on petrol in the first step in the privatisation of the country's oil refineries and petrol distribution system. The move, which should see petrol prices rise by about 10 per cent, is one of the first acts by Mr Marek Belka, the new finance minister. In contrast to his predecessor, Mr Grzegorz Kołodko, who resigned last week, Mr Belka has decided that moving ahead with the disposal of the sector is more important than containing the rise in consumer prices which the liberalisation will produce.

The European Union last year demanded that Poland free retail petrol prices and present a privatisation plan for the oil industry in return for agreeing to the maintenance of tariff barriers for petrol imports until 2000. Currently Polish petrol prices are among the lowest in Europe with a litre of lower grade lead-free petrol costing 1.46 zlotys (48 US cents).

Polska Nafra, a holding company that owns 75 per cent stakes in the country's two main refineries, Płock and Gdańsk, will soon issue a memorandum on the sector's privatisation to up to 50 potential strategic investors. Under the plan outside investors are to be offered a 30 per cent stake in the refineries. Christopher Bobinski, Warsaw

Bulgarian refinery chiefs fired

Bulgaria's caretaker government yesterday sacked the board of directors of Nefciochim, the country's biggest oil refinery and petrochemicals complex, and declared that easing a paralysing fuel crisis was its first priority. Mr Stefan Sofanski, the mayor of Sofia, who has taken over as prime minister until elections on April 19, also said he would head a new Financial Stabilisation Council. This will co-ordinate the new government's efforts to re-stabilise an economy threatened by shortages of vital imported goods and hyper-inflation. Anthony Robinson, London

Editorial comment, Page 11

Portugal in united Emu bid

Portugal's governing Socialists and opposition Social Democrats (PSD) yesterday presented a joint resolution in parliament supporting the country's bid to enter the first phase of economic and monetary union. The initiative amounts to a virtual guarantee that the centre-right PSD, the main opposition party, will not seek to upset the 51 per cent Socialist government, assuring political stability until the next general election in 1999.

Mr Marcelo Rebelo da Sousa, PSD leader, said his party would support all government actions aimed at ensuring Portugal's participation in the single currency from 1999. The resolution, partly a reaction to a reported plan to delay the entry of southern European countries into Emu, says candidate countries should be judged exclusively and individually on their compliance with economic convergence criteria.

Peter West, Lisbon

ECONOMIC WATCH

EU unemployment rate flat

EU unemployment

Rate (%)

Spain

Finland

France

Ireland

Sweden

Germany

United Kingdom

Spain

Source: Eurostat

December 1996

Unemployment in the European Union was flat at 10.8 per cent in December, compared with a year earlier, although there was a slight improvement on November's figures.

Eurostat said yesterday the EU's statistics agency said unemployment in December was highest in Spain at 22.5 per cent and lowest in Luxembourg at 3.5 per cent. Eurostat said that December's 10.8 per cent was a slight improvement on the 10.9 per cent of the previous eight months. Youth

unemployment remained high, with a rate of 41.5 per cent for men and women under 25 years old in Spain. Overall, the youth rate was 21.5 per cent, compared with 21.7 per cent a year earlier. Reuter, Brussels

■ Finnish GDP grew a preliminary 3.2 per cent in 1996 from a year earlier.

■ Italian industrial production fell 3.1 per cent in December from a year earlier.

■ Dutch industrial output in December was down 0.3 per cent year-on-year, following a revised 2.8 per cent year-on-year rise in November.

■ Norway's trade surplus, excluding ships and oil platforms, grew to Nkr11.12bn (\$1.6bn) in January from Nkr9.27bn in December.

Citroën shutdown points up Breton industry's woes

Citroën's biggest car assembly plant at Rennes in north-west France will be closed today, the second of a series of Friday shutdowns designed to adjust output to subdued demand.

The move, which will put many of the plant's nearly 10,000 workforce on a four-day week throughout February and much of March, is not surprising: French car sales in January were a third lower than in the same month last year.

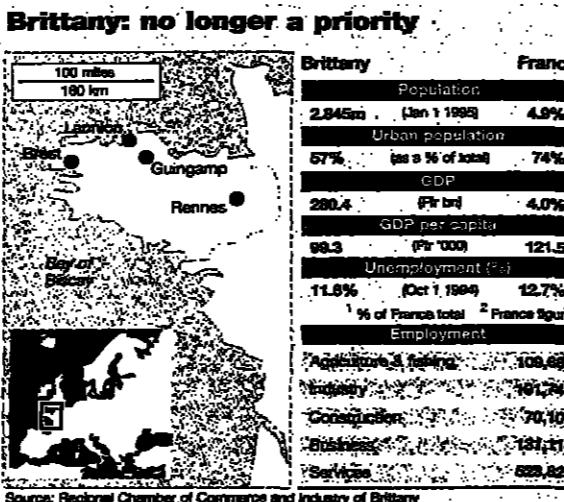
It is also symptomatic of the problems facing Brittany's regional economy, transformed over the past 40 years as the area has diversified from its agricultural roots.

A large number of the industrial and commercial sectors on which the region now relies seem simultaneously in outright decline or prey to growing uncertainty. As Le Monde, the Paris-based newspaper, recently put it: “It is as if all the springs suddenly broke at the same time.”

With French growth set to fall 1.3 per cent in Brittany is probably not the only region to face such a predicament. But its problems seem particularly wide-ranging.

In defence, for example, the shipyard at Brest, west Brittany, will be among the worst hit by government plans to reorganise its DCN naval shipyard, the largest shipbuilding force left in western Europe.

Mr Stéphane Baranger, director of studies at the Brittany regional chamber of commerce and industry, is concerned at the possible impact on local subcontractors who depend on the yard. “We intend to help them develop new markets and products,” he says.



Breton cattle farmers, like those in other regions, have been hit by falling beef sales because of the “mad cow” crisis; Breton fishermen have had to face up to the consequences of subdued demand. Peugeot Citroën and Renault have started talks with the French government on proposals to cut thousands of jobs and reduce the average age of employees.

Tourism, another important local breadwinner, has had to cope with the impact of the “franc fort” on the spending power of foreign visitors.

Worries exist that Brittany's carefully nurtured telecoms expertise, which can be traced back to a decision by General Charles de Gaulle to locate the national centre for telecoms at Lannion, north Brittany, may be dealt a blow by the forthcoming liberalisation of European telecoms markets. “People are afraid telecoms research in Brittany may slowly be allowed to die,” says Prof Champaud.

One consequence of these difficulties is that regional

push up transport costs.

In the car sector, European manufacturers such as Citroën face long term problems of overcapacity and staffing levels, as well as more immediate consequences of subdued demand.

But local economists highlight other agriculture related concerns that are more specific to Brittany. These include a worsening pollution problem linked to intensive farming, relatively low level of added value in the region's food and agriculture products, and its comparative remoteness from consumers.

Professor Claude Champaud, a former president of the University of Rennes, who is a management and business law specialist, argues that the growing emphasis on “just-in-time” delivery of food and agricultural products militates against the region by working in favour of locating processing plants closer to the consumer.

“We have a market that is both fragmented and very volatile,” the ACEA said.

January saw the association maintain that last year's 6.6 per cent market rise was almost entirely due to government incentives, notably in France and Spain, with help from an unusually large number of new model launches.

So far, only Italy has introduced incentives this year, lasting until September, but they began too slowly to have a significant market impact last month.

The pace of new model launches is also expected to slow, further reducing the prospects for growth.

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The French collapse left the total west European market down 2.9 per cent year-on-year.

ACEA estimates suggest the market may finish this year at best 1.8 per cent

France sees drop in new car sales

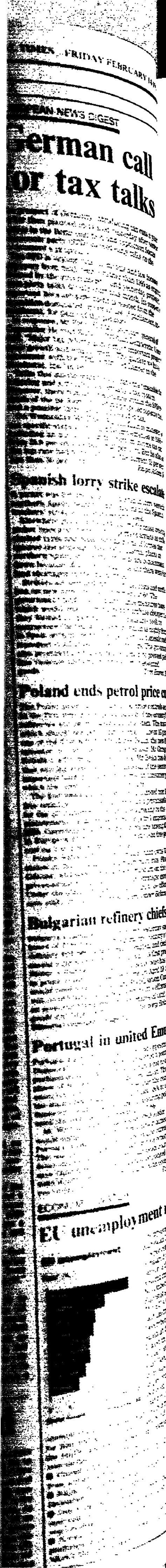
By John Griffiths

A collapse in new car sales in France, following the end of government purchase incentives, shifted western Europe's new car market into reverse in January.

Since unification there have been several challenges to the current ruling on restitution, which former owners allege benefits the German state which now owns most of the land expropriated immediately after 1945.

The constitutional court, however, has upheld the original ruling. Recently some former owners have taken their cases to Russian courts in a bid to get the expropriations overturned and thereby open a possible way to restitution.

THE FINANCIAL TIMES
Published by The Financial Times (Europe) GmbH, Mainz, Germany. Tel: 06131 99 64 156 832. Fax: +49 6131 99 64 231. Represented in Frankfurt by Colin A. Kennedy and in London by C.M. Bell, Chairman and Alan C. Miller, Deputy Chairman. Shareholders of The Financial Times (Europe) GmbH are: The Financial Times (Europe) Ltd, London, 49.9%; The Financial Times (Europe) Ltd, London, 50.1%; One Southwark Bridge, London, 50.1%; GE Capital, 25.0%; GE Capital, 25.0%; GE Capital, 25.0%; GE Capital, 25.0%; GE



JFK 10/1993

NEWS: EUROPE

Around \$60bn of Russian capital has flowed overseas in last five years

Russian mafia 'has \$10bn in Swiss banks'

By Vincent Boland in Prague

An estimated \$60bn has been moved out of Russia to overseas financial centres in the past five years and outflows continue at the rate of \$12bn a year, a conference on money laundering was told yesterday.

Swiss law enforcement agencies believe there is at least \$10bn of Russian mafia money in Swiss bank accounts. Dr Sergei Shibaev, a former partner at the accountancy firm Coopers & Lybrand in Moscow, told a conference in Prague on money laundering in central and eastern Europe.

Almost all the capital is being

sent abroad illegally through import-export schemes or other transfers and even in suitcases of cash. Last year the Russian central bank authorised the transfer abroad of just \$811m, of which \$416m was actually transferred.

Giving a stark account of the extent of capital flight from Russia and the influence of organised crime on the country's economy, Dr Shibaev said that 41,000 companies, half the country's banks, and 80 per cent of joint ventures involving foreign capital may be connected to criminal groups, of which there are around 5,000.

He estimated the black economy accounted for 40 per cent of Rus-

sian economic activity, and rising crime was dragging many legitimate businesses into its orbit.

It is illegal for Russians to hold foreign bank accounts without authorisation. Mr Shibaev said a common way for capital to be exported was by paying out on invoices for fictitious goods or services provided by legitimate companies operating in western countries.

"It is almost impossible to make a money transfer out of Russia without help from the west," Dr Shibaev said. But it was relatively easy to take money abroad in a suitcase. People could get through

customs at Moscow's international

airport with a suitcase full of cash with the payment of a small bribe, he said.

Much of the flight capital represented legitimate money fleeing soaring crime, political instability and high taxes leading to widespread tax evasion, though it was impossible to tell how much of the total flight capital was "clean," he said. Switzerland and Cyprus were favoured destinations, while Chechnya was a leading centre of money laundering.

Dr Shibaev said two treaties between Russia and Switzerland on money laundering were ineffective, and a third was being prepared. The penal code required banks to

report suspicious transactions but this was rarely obeyed because Russians viewed it as a return to Stalinist "informing."

Russian bankers asked as few questions of clients as possible, Dr Shibaev said. "So long as all the boxes are ticked they are comfortable. The less you know the quieter you sleep."

Dr Shibaev warned western investors in Russia to "know your client" and said increased co-operation among the Commonwealth of Independent States was helping in the war against organised crime. But he said more international co-operation was needed to fight the problem.

A bridge too near for euro banknote

By Andrew Fisher in Frankfurt

There are plenty of obstacles on the road to European monetary union, but it was never thought that the design on the back of the new euro notes would be among them.

As in many grand undertakings, however, "the devil's in the detail". While the bridges, gates and windows on the planned series of seven banknotes - symbolising "openness and co-operation in the European Union" - represent styles through the ages, they are not supposed to be based on

specific examples.

But Mr Russ Swan, the sharp-eyed editor of *Bridge Design & Engineering*, a UK trade magazine, immediately recognised one of the bridges and has found what seems to be the source of several others.

Searching through a book called "Bridges - 3,000 Years of Defying Nature," he found the examples on the notes looked very like structures in France, Spain, Italy and, far beyond the territory of the euro - India.

He was especially struck by the suspension bridge on the purple 500 euro note. It looked very like the Pont de

Normandie near Le Havre in France. Mr Swan says the designer of that bridge, Mr Michel Virlogeux, confirmed that it bore an uncanny resemblance to his

cable-stayed suspension structure.

Mr Swan wrote to the European Monetary Institute, forerunner of the European central bank,

telling it this. Uperturbed, the EMI said the designs - by Mr Robert Kalina, an Austrian banknote designer - were still in the draft stage and would have to be modified to incorporate security, identification and other features.

Mr Swan even had a letter from Mr Hanspeter Scheller,

the EMI's secretary general,

saying that the designs would have to be revised anyway for final printing.

No doubt, the modifications will remove the carriages and people from above the arched bridge on the green 100 euro

note, which Mr Swan says looks remarkably like the Pont de Neuilly in Paris, demolished in 1956.

Officials at the EMI point out that there are hundreds of such bridges in Europe - including one visible from the EMI's very own Eurotower headquarters in Frankfurt.

The pontoon bridge on the grey 5 euro note also has people on it. However, they are not wearing turbans, unlike those on a 19th century engraving of an unknown pontoon bridge in India which Mr Swan suggests is the original.

Moscow wish list budget clears hurdle

By John Thornhill in Moscow

Russia's 1997 budget was yesterday submitted for President Boris Yeltsin's approval after clearing its last legislative hurdle, although not even government ministers pretend it has a realistic chance of being fully implemented.

Mr Konstantin Titov, governor of Samara, said the revenue side of the budget was "unrealistic and the expenditure side utopian".

The upper house of Russia's parliament approved the budget after an ill-tempered debate on Wednesday by a vote of 120 to 25, which even government supporters said was something of a wish list. It envisages a deficit of 3.5 per cent of GDP before interest payments and relies on a substantial increase in revenues at a time when the government is struggling to raise its tax take.

The budget projects revenues of 15.9 per cent of GDP this year, substantially higher than the 11.1 per cent of GDP achieved in the first 11 months of 1996.

Nevertheless, Mr Victor Chernomyrdin, prime minister, hailed parliament's decision saying the budget pro-

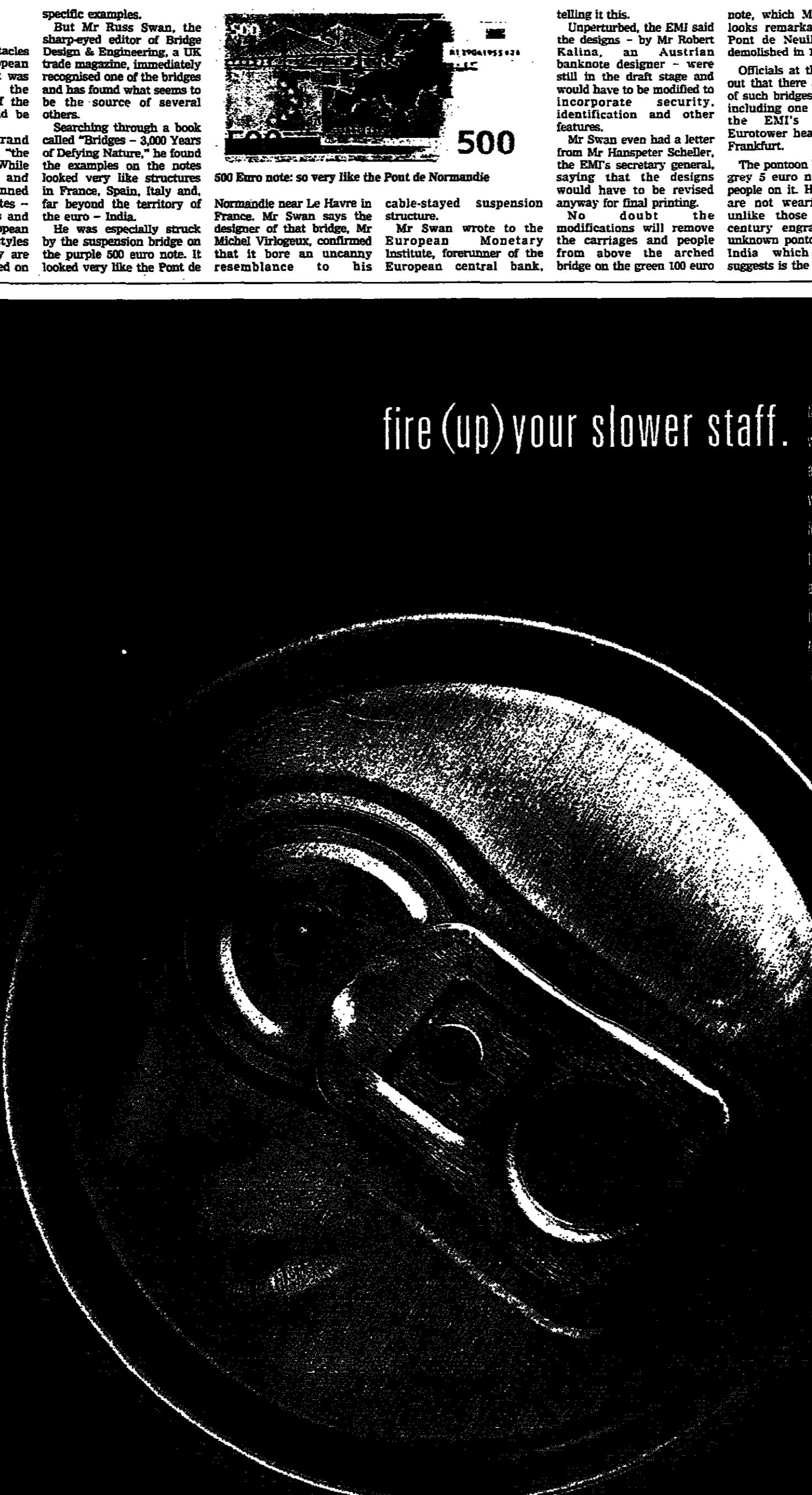
vided the framework to entrench Russia's economic stabilisation programme. He said he was convinced 1997 would mark the "watershed year" for Russia.

After five years of painful reform, the economy is beginning to show signs of fragile growth with GDP rising by 0.1 per cent in January.

Interest rates have tumbled since last year with six-month Treasury-bills yielding about 27 per cent. Economists suggest the budget's forecast of 12 per cent annual inflation remains within grasp if the government perseveres with its tight monetary policy.

But the central bank has warned there could be a dangerous build-up of domestic debt unless expenditures are cut further, revenues increased, and the deficit held at a sustainable level. When interest payments were included, Russia's budget deficit rose to 7.6 per cent of GDP last year.

The finance ministry vowed yesterday it would intensify the war against the biggest corporate tax debtors. The ministry claimed that 73 companies were responsible for 45 per cent of the Rbs68,200bn (\$12bn) owed to the government.



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the capability to manufacture must live up to the demands that marketing creates,

a great idea in the confines of a kitchen needs to move

to nationwide supply overnight, and a great idea ceases to be great

if it can not be manufactured predictably, simply and economically,

we require both the intelligence and humility

to learn from other sectors,

it is change in its most extreme form,

but even when we recognise the challenge,

we don't always know how to address it,

we need not just to think but to behave differently,

to create frameworks which encourage

rather than restrict,

to get theory into practice,

for only then can we really learn,

few of us can do it alone,

but, ultimately, for change to be sustainable,

it can only come from within,

call Peter Chadwick on (44) 161 332 0032

or fax (44) 161 332 0034

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PETER CHADWICK

NEWS: EUROPE

Growth forecast at 2.3% for 1997, but jobless fears persist

EU pushes for flexible jobs market

By Emma Tucker in Brussels

The European Commission yesterday urged member states to introduce greater flexibility into their jobs markets to help cut the European Union's high jobless count. It predicted that faster growth rates over the next two years would make only a limited impact on unemployment.

In its annual economic report the Commission predicted that the economies of the 15 member states would strengthen to 2.3 per cent this year and 2.8 per cent in 1998, underpinned by the strict monetary and budgetary policies governments are pursuing ahead of economic and monetary union. But it warned that blaming globalisation and technological improvements for unemployment was pointless. These factors "put constant pressures on member states to maintain or improve their competitive position" but

"have not caused the high level of unemployment in the EU," said the report.

If employment-intensive growth was to be encouraged, labour markets would have to become more responsive to changes in the economy through modernisation of the organisation of work, improved education and training, increased mobility and a "widening of the labour cost structure". This could include such measures as a lowering of non-wage costs, or a reduction in income tax for the low-skilled.

While stressing the need to preserve "in a reformed and streamlined fashion" the main ingredients of the European social model, the report highlights the Union's poor record on employment creation compared with its main competitors.

It said total employment had fallen by 4.5m jobs between 1991 and 1996, while growth averaged 1.5 per cent



German job trainees protest at high unemployment in the city of Dortmund. The signs read: "We demand training for everyone" (left) "More than 4m jobless"

a year — a considerably worse performance than that of the US and Japan.

The report comes against a backdrop of

worries about the ability of several countries to meet the strict conditions of economic and monetary union. However, the report stresses that one-off emergency measures by govern-

ments to bring down their budget deficits, such as Italy's tax, could undermine sustainable growth.

"It is evident that the temporary nature of these measures does not contribute to improving the fundamental budget situation," said the report.

For the first time since 1993 average wage increases

across the EU 15 were forecast to remain at levels (3 per cent in 1997 and 1998) "fully consistent both with the maintenance of price stability and with the achievement of a further improvement in investment. But it warned of the danger that "inappropriate" wage demands could resurface early in the recovery.

By Kester Eddy in Budapest

Hungary seeks new power bids

By Kester Eddy in Budapest

Hungary's three remaining state-owned thermal power companies have failed to attract acceptable offers in a recent tender, and new invitations will be drawn up, Ms Judit Csiba, privatisation minister, has said.

This is the second time the companies, Pecs, Bakonyi and Veres, were put up for sale, having failed to find buyers in the big energy sell-off in late 1996. Veres, which is seriously indebted, failed to attract any bids this time.

The companies comprise mainly old coal-fired generators and heating plants, with a total generating capacity of some 1,100MW, about 15 per cent of the national total of around 7,200MW. They come complete with integrated, over-staffed coal mines and potentially large clean-up costs.

Investors are particularly cautious following recent electricity price rises which they deem insufficient to provide even the legally guaranteed minimum return of 8 per cent — which they believe is itself insufficient to interest finance for future development. "Banks wouldn't look at anything in this sector without a return of 15 per cent," one corporate banker said.

The average age of Hungary's generators is nearly 20, and some 4,000MW of new capacity is required by 2010. "This new capacity just won't happen, because the finance is not obtainable," said Mr Garry Levesley, plant manager with AES Generation.

Consumer electricity prices rose almost 25 per cent in January after the government sought to limit the rises. But the opposition attacked it for awarding increased averaging 25-26 per cent to the privatised generators while holding rises of state-owned stations to around 3 per cent.

Serbia plans sell-off to raise cash

Serbia has set out a plan to prepare its huge and inefficient state sector for privatisation. But critics say the socialist government is driven by an urgent need for cash rather than a commitment to economic liberalisation.

On Tuesday, the government set up a Ministry of Ownership Transformation and appointed businessman Mr Milan Boko to head it. A privatisation law is expected to go before parliament in April.

President Slobodan Milosevic is under enormous pressure to find new sources of revenue as negotiations with foreign creditors and the International Monetary Fund are frozen.

Per capita gross domestic product is less than half its pre-war level, unemployment is about 50 per cent, many workers have not been paid for months, and foreign exchange reserves are close to exhaustion. The foreign trade deficit widened last year.

Privatisation has become one of the issues in the weeks of pro-democracy rallies in Belgrade which forced the government's capitulation in accepting opposition victories in local elections.

Leaders of the opposition Zajedno (Together) coalition back privatisation but accuse the regime of selling state assets on the cheap to state bankruptcy.

Mr Milosevic's immediate needs were to pay wages to the 100,000-strong police force and avert wider social unrest by paying pensioners and state workers, according to an independent economist involved in the privatisation process.

"There is no government long-term plan on these things," he said.

Professor Juri Bajec of Belgrade University's economics faculty, said: "Serbia cannot expect a serious inflow of capital this year, so

it has to sell off state enterprises."

The state directly owned about 30 per cent of Serbia's capital, he added. But alongside the traditional state sector, Yugoslavia had had for decades a system of "social ownership", collective enterprises that in theory belonged to their workers.

The new privatisation law will have to clarify who actually owns what.

Some of the biggest companies are headed by government ministers who are resisting privatisation, fearing this would weaken the political grip of the Socialist party and its allies.

Prime minister Mirko Marjanovic told parliament privatisation of companies and banks would be an enormous challenge that would lead to healthy market competition, and promised: "The government will not allow the burden of market reforms to fall on the economically weakest section of the population".

First to be sold off, economists said, would be the telecommunications sector: a deal with Italy's state telecoms company Stet could be finalised within weeks, possibly followed by Nis, the state oil company, Belgrade

newspapers say Nis wants to set up joint ventures with Texaco of the US and Britain's Shell, its partners before sanctions were imposed on Serbia during the war in former Yugoslavia.

Independent economists described the previous running of Serbian industry as "a bad mix of self-management and Soviet-style command economy" and said plans to sell off the oil and energy sector had been delayed because of the current political upheaval in Serbia and divisions within the ruling coalition.

Guy Dinmore

France 'in reach of Emu deficit limit'

By David Owen in Paris

France is "within reach" of the Maastricht deficit limit for 1997 but may need to make further budget amendments to ensure it hits the target, says the Organisation for Economic Co-operation and Development.

In a report published yesterday, the Paris-based OECD also calls for an acceleration of banking reforms and "an entire package of major reforms" in the electricity and telecoms sectors.

It says the property sector crisis that has forced many companies and financial institutions to set aside large provisions is not over.

But it says improved macroeconomic policies have raised the government's credibility, with the sharp fall in interest rates since late 1995 likely to set the stage for stronger growth.

On the vital issue of this year's deficit, the OECD's formal projection is for a general government borrowing requirement in 1997 of 3.2 per cent of gross domestic product — above the 3 per cent level required for France to qualify for the European single currency.

But it acknowledges that even if there is some slippage from the government's current projections, "there should be room to take the

measures needed to bring it back on track". The organisation assumes that "social spending will be somewhat above the ambitious official spending targets for 1996 and 1997", with health spending expected to rise by 2.5 per cent until 1998, slightly above official estimates.

The OECD also assumes "moderate" public sector wage rises, pinpointing the area as "a major uncertainty". The civil service ministry said this week the public sector pay bill was expected to rise by just under 2.2 per cent in 1997.

The OECD's deficit forecast is in spite of a projection for France's 1997 GDP

growth, which — at 2.5 per cent — is higher than the government's forecast of 2.3 per cent. It says the sharp easing in monetary conditions and the improvement in the international environment should set the stage for a stronger growth performance in the next two years".

Though unemployment could still be about 12 per cent in 1998, against 12.7 per cent now, "an improving labour market situation should bolster consumer spending" while "a pronounced inventory cycle should boost activity after recent destocking".

On banking, the OECD

says that "a package of reforms, including the levelling of the competitive playing field, better internal and external prudential controls and the withdrawal of the state, needs to be implemented more quickly".

On the electricity and telecommunications sectors, the OECD calls for "an entire package of major reforms, namely: lifting off the natural monopoly networks; privatising in such a way that owners of natural monopolies do not own related businesses and geographically separable networks are not under common ownership; and adopting efficiency enhancing regulatory systems".

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Turkey signs two big deals for helicopters

By John Barham in Ankara

Turkey yesterday signed two large helicopter deals with Eurocopter, the German-French helicopter manufacturer and with Sikorsky of the US. The Turkish Defence Industries department signed a FFr2.5bn (\$440m) contract to buy 30 Eurocopter Cougar general purpose helicopters, most of which will be built in Turkey under a co-production agreement with government-controlled TUSAŞ Aerospace Industries (TAI).

The order also includes an offset agreement under which Eurocopter is to buy equipment from Turkish companies worth up to half the helicopters' total value. Eurocopter said the deal also includes a "joint marketing accord" with TAI to sell Cougars to clients in neighbouring countries.

The first two Cougars will be built at Eurocopter's plant in Marignane, France for delivery by July 1999. The rest will be made at TAI's Ankara factory. Turkish companies are to provide about one-third of the helicopters' parts. Turkey has 20 AS-532 Cougars, bought in 1988. They are used in combat, search and rescue and transport missions.

Yesterday's deal is a breakthrough for Eurocopter, finally pushing aside strong competition from US rivals. Turkey's armed forces generally prefer US-made

equipment and last year Turkey imported \$750m-worth of US defence equipment.

However, controversial contracts including big helicopter deals have failed to win Congressional approval in recent years because of concern over Turkey's human rights record.

The government's agreement yesterday with Sikorsky is to buy four naval Sea-hawk helicopters for \$130m and is likely to face fierce opposition in Congress, US officials said yesterday.

Turkey's security forces rely heavily on helicopters in the mainly Kurdish southeast, where guerrillas of the Kurdish Workers party (PKK) have been waging a separatist insurgency for the past 13 years.

The government signed a \$1.1bn deal signed with Sikorsky in 1992-93 for 96 helicopters. Turkey has already received 45 of the Black Hawk armed transport helicopters under the accord, with the remaining aircraft to be co-produced. The deal is currently suspended over disagreements about co-production terms.

TAI, 51 per cent government-owned and 49 per cent owned by Lockheed-Martin of the US, has co-production accords with Casa de Spain to build transport aircraft and with McDonnell Douglas to build F-16 fighter bombers which are sold to Turkey and other Middle Eastern countries.

Vietnam tells Conoco to improve tender

By Jeremy Grant
in Ho Chi Minh City

A consortium led by US oil company Conoco has beaten two rival bidders for exploration rights to Vietnam's most coveted oil prospect but Hanoi refuses to award a contract until the group improves the terms of its offer.

The development comes a year after the DuPont unit rattled diplomatic nerves by signing a contract with Hanoi to explore jointly for oil in an area of the South China Sea fiercely contested by Beijing.

Conoco hoped this would give it the political leverage to clinch exploration rights to Block 15-01, an area off the southern coastal city of Vung Tau.

Analysts say the block is Vietnam's hottest oil prospect, a view which prompted foreign companies to bid for it in droves in 1994.

In a letter to candidates for the block, state oil agency PetroVietnam rejected bids from Mobil and a consortium involving British Petroleum, Mitsubishi Oil and Exxon.

It told Conoco and its South Korean partners Pedco and Yukong Oil that they were still in the running but that they must bring the only other remain-

ing bidder, Geopetrol of France, into their consortium and forge a fresh deal.

Conoco and PetroVietnam have declined to comment.

But Conoco officials are understood privately to be frustrated over Hanoi's unexpected demands. They hoped that the company's high stakes gamble in the South China Sea would pay off without complications.

They are understood to be uneasy about working with Geopetrol. The fact that Geopetrol was shortlisted at all has puzzled observers as it has little experience in oil exploration.

The French company has offered PetroVietnam generous terms for joint exploration of Block 15-01. It now appears that Hanoi's strategy is to use Geopetrol as a means of squeezing better conditions from Conoco.

A Pedco official said the consortium had been given until tomorrow to submit seven "negotiating points" to PetroVietnam.

Analysts say PetroVietnam's brinkmanship with Conoco will delay the start of work on Block 15-01 even further, a situation that Hanoi can ill afford. Foreign companies have already been waiting for over two years for a decision, an unusually long period by industry standards.

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Getting through: why these talks matter

Alan Cane explains what lies behind the negotiations to open up the world's telecoms markets

Every available conference room in the World Trade Organisation's headquarters on the shores of Lake Geneva has been booked for weeks.

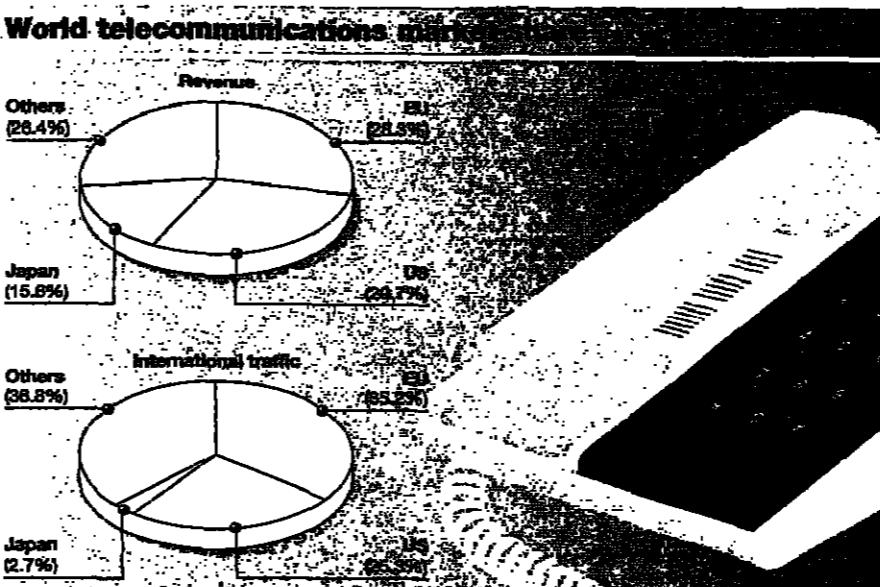
Negotiators from about 60 countries are overflowing into Geneva's hotels and trade missions as they strive to meet tomorrow's deadline for the completion of talks designed to open up the world's telecommunications market.

The last attempt failed 10 months ago after US objections resulted in a last-minute stand-off. Those close to the talks say, however, that there is even an air of cautious optimism this time.

Much is at stake. The global telecoms services market is currently worth about \$600bn and only about 20 per cent of it is open to competition. There are estimates that the liberalisation of national markets could save customers \$1,000bn over three years. Furthermore, if a pace cannot be successfully concluded by tomorrow night, it is unlikely the WTO will revisit the topic before 2000.

While the object of the negotiations is simple, the mechanism to achieve it, with the remaining aircraft to be co-produced. The deal is currently suspended over disagreements about co-production terms.

TAI, 51 per cent government-owned and 49 per cent owned by Lockheed-Martin of the US, has co-production accords with Casa de Spain to build transport aircraft and with McDonnell Douglas to build F-16 fighter bombers which are sold to Turkey and other Middle Eastern countries.



Geneva seems to have little relevance to their telephone bill.

The fact remains that a successful conclusion will, over time, result in significant reductions in the cost of telecoms services and a substantial improvement in variety and quality.

The underlying reason for the WTO's anxiety to see telecoms markets open is a belief that economic growth follows rather than precedes efficient telecoms services and that open competition is the best way of securing low prices and a broad and innovative range of services.

A successful global pact would therefore have a triple impact.

First, in the telecoms business itself, it would stimulate the modernisation of public switched telephone networks, encourage inward investment and promote the reform of national regulatory regimes.

Second, it would benefit customers through lower prices, more choices of operator and services.

Third, it would promote cross-border trade in goods and services other than telecoms - trade invariably depends on flows of information matching buyers to sellers.

As telecoms services improve in quality and decline in price, international trade increases in volume and becomes less costly for traders.

Mr Neil MacMillan, the British chairman of the talks, points out that telecoms operators will be able to expand into new markets, giving them greater ability to offer their business customers "one-stop shopping" - a global, seamless service for all their corporate needs and a single bill.

He also argues that established and newly established operators in liberalising markets will invest heavily

in infrastructure, generating substantial new business for equipment manufacturers.

Some countries have been prepared to go further than others. Bilateral negotiations have been taking place over the past weeks and months through which countries making generous offers have been attempting to persuade others to improve their bids.

They have two principal bargaining points: a threat to withdraw their existing offer or promises to improve it.

Last year's talks failed because US negotiators did not believe that other countries, notably those in the Asia Pacific region, had made offers good enough to justify a global pact.

Among the reasons the US may not want to repeat that performance are the damaging effect it would have on WTO talks on financial services, which the US is anxious to see succeed, and the effect on its own leadership role in the WTO.

Negotiators point out, however, that failure will not halt the liberalisation of world telecoms, merely slow down the process. "Liberalisation is happening now and it is unstoppable," said Mr MacMillan.

in infrastructure, generating substantial new business for equipment manufacturers.

Mr Tim Kelly, a senior executive at the International Telecommunications Union, which co-ordinates telecoms programmes worldwide, says that residential customers in the US and UK, where markets are essentially already open, may see little immediate change.

But in countries where prices have been controlled by a state-owned monopoly operator, the fall in the cost of calls with increasing competition will be dramatic.

Much of the optimism this time stems from the amount

More countries make market opening proposals as deadline nears for WTO negotiators

South Koreans put in new telecoms offer

By Frances Williams
in Geneva

Momentum was building yesterday for a World Trade Organisation pact to liberalise global telecommunications markets worth \$800bn a year as more countries came forward with new or better offers to open their telecoms sectors to foreign competition.

A US decision on whether

it will accept the deal on the table could come today when the 80 odd countries taking part meet to consider the final package ahead of the deadline for agreement of midnight on Saturday. A special EU council of ministers meeting is scheduled for this afternoon.

Washington scuppered an accord last April because it was not satisfied with the offers from many developing

countries. However, a number of these offers have since been improved and new ones have come in, including important potential markets such as Malaysia, Indonesia and South Africa.

Seoul has also agreed to accept entirely the so-called "reference paper" that lays down rules to ensure fair competition in telecoms markets. The majority of countries have now adopted the paper in full or in part, the first time WTO negotiations

have embraced a common set of competition rules.

Though US officials were not revealing their hand yesterday, there appeared to be a growing expectation that Washington will join a WTO agreement. "It's a deal for the talking," said one European trade official. "US negotiators know they already have a solid package on the table but they are pressing for more to ensure approval

by their political masters in Washington."

Also contributing to the growing optimism was the evident support for an accord from the US telecoms industry.

"It's a much better package today than last April," said Mr John Winkler, executive director of Iridium, the US-based satellite communications company. "I think we're going to get a deal."

WORLD TRADE NEWS DIGEST

Bolivia to sell oil, gas rights

The Bolivian government will open the country to oil and gas exploration through an auction likely to be held in May, energy minister Mr Jorge Bermeo said in London. Some 63 per cent of the country's surface area has had hydrocarbon-bearing potential, but not much information was available about large tracts.

"What we expect is that a number of companies will nominate areas; then we will auction them. The government may decide on some other areas," he added.

Most of Bolivia's oil and gas is produced in the area around the lowlands city of Santa Cruz. The auction would make available many non-traditional areas, for example, in the eastern and north-western regions.

Operations of most of Bolivia's state-owned oil industry would be handed over to private sector operators on March 6. Three foreign consortia have agreed to invest a total \$835m in two production companies and a transportation group in return for a 50 per cent equity stake. The other half will be deposited in Bolivia's retirement accounts. Stephen Fidler, Latin America Editor

Matsushita backs Hong Kong

Matsushita, Japan's largest consumer electronics maker, plans to increase investment in Hong Kong this year. Mr Yukio Shiohoku, director of Chinese and Hong Kong operations, said he was optimistic China would handle the return to it of Hong Kong carefully and cautiously.

Matsushita, which has invested over \$650m (\$521.6m) in mainland China, plans to expand the company's operations in Hong Kong this year by adding financing and procurement functions to its logistics operations there. Investment in Hong Kong would depend on the development of the colony's forward exchange market, Mr Shiohoku added.

Michiyo Nakamoto, Tokyo

Turkey target for Yemen gas

Turkey is to be targeted as a possible customer for gas from a liquefied natural gas project being developed by Total, the French oil company, in Yemen. Mr Thierry Desnarez, Total's chairman, said European countries could be potential customers for gas from Yemen, though the economics of shipping LNG from the Middle East to Europe were still not as attractive as in the main LNG market in Asia.

The fast growth in worldwide demand for LNG is giving oil companies such as Total greater confidence to launch multi-billion-dollar projects without 100 per cent of the capacity sold in advance under long-term contracts. In future, some LNG projects could probably be launched with as much as a third of their capacity unsold.

■ Shell, the Anglo-Dutch oil group, expects Enel, the Italian electricity monopoly, will eventually honour its contract to buy gas from the new Nigeria LNG project now entering its main construction phase at Bonny Island on the Nigerian coast. Mr John Jennings, Shell Transport and Trading chairman, said he thought "deliveries will be made under the Enel contract," although he suggested volumes could be phased in.

■ Cognos, a Canadian business information technology specialist, has sold an impromptu inventory and sales tracking system to Volkswagen for deployment at its 6,000 European dealerships.

Robert Gibbons, Montreal

■ Bouygues Shanghai, a subsidiary of the French construction group, has won a \$62m contract to be chief contractor for the 55-storey Shanghai Marco Centre office tower, set to open in west Shanghai in the second half of next year.

James Harding, Shanghai

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NEWS: ASIA-PACIFIC

'Noisy' concert stirs HK discord

By John Riddings
In Hong Kong

Plans for two pop performances in Hong Kong by Elton John, the British singer, just ahead of the British colony's transfer of sovereignty to China, have been dropped amid discord in the community.

Local politicians refused to waive laws governing noise levels at Hong Kong stadium.

With less than five months before the handover, time is running out for what is slated as one of the biggest international events of the year. But so far, there has been little news of what ceremonies will happen apart from fireworks.

The China-backed committee overseeing the handover is seeking international performers, but found Pavarotti too expensive. And on the Hong Kong government side, John was the first star to be killed. His loss prompts concerns that organisers are struggling to supply high-profile acts and to spend the HK\$230m (US\$23.7m) budgeted by the administration.

Such concerns appeared to cut little ice with local politicians. "The legal noise limits may be too low, but that is the law," says Mr Fred Li, democratic legislator, whose suggestion that the audience should wear earphones tuned into a radio station broadcasting drew him into this bizarre saga. This would have allowed people to listen to John's songs without the concert exceeding the legal limit - 70 decibels before 7pm and 65 decibels afterwards. A concert, says one stadium official, would be between 80 and 90 decibels.

This all sounds very strange in Hong Kong, one of the world's noisiest cities. But the headphone solution has happened before. "I was there," said Mr Li. "Stranger still, was a plan to supply gloves at a Cantonese pop concert two years ago to muffle the applause."

Rights row hampers EU-Asean talks

By James Kyne in Singapore

Differences over human rights in Burma and Indonesia have seriously damaged the prospect of achieving a wide-ranging treaty between the European Union and the economically powerful members of the Association of South-East Asian Nations (Asean).

The failure to do this so far raises questions on how the EU and Asean - comprising Singapore, Malaysia, Indonesia, Brunei, the Philippines, Vietnam and Thailand - can advance a 20-year-old

"friendship" process that has yet to achieve a concrete economic agenda, officials said.

The human rights issue dominated talks between 15 EU and Asean foreign ministers in Singapore yesterday, hitting hopes for an "Action Plan" to replace the Co-operation Agreement of 1980.

If the impasse is not resolved, the EU-Asean talks may be overshadowed by a larger Asia-Europe forum (Asef), which was launched last year and which includes China, Japan and South Korea.

Indonesia, criticised for human rights abuses in East Timor, a former Portuguese colony which Jakarta took by force in 1975, blamed Portugal for wrecking the "new-generation" agreement. Lisbon said it did not object to a new treaty but insisted it include a clause on human rights.

Some EU officials suggested privately that to keep the EU-Asean process from becoming totally irrelevant, the EU must drop its insistence on a human rights clause, the cause of intense irritation in south-east Asia.

The impasse is complicated by the entry into Asean later this year of Burma, whose military government has been widely condemned for its suppression of a democracy movement led by Ms Aung San Suu Kyi.

Asean officials said before their two-day meeting in Singapore that a new "Action Plan" setting out concrete steps on economic co-operation would be attainable. But no such plan is to be announced, officials said.

Instead, a joint declaration to be announced today does not provide

any specifics, saying only that action will be taken "to consolidate, deepen and diversify EU-Asean relations in a dynamic manner".

Officials warned that if the EU-Asean process could not address the economic agenda, it could be in danger of being marginalised by Asean, which holds its first foreign ministers' meeting on Saturday and which has several clear commercial objectives.

Part of Asean's *raison d'être* is to be a powerful Asian voice independent of China and Japan.

Bolger aims to keep grip on power

By Peter Montagnon
in Wellington

Mr Jim Bolger, New Zealand's prime minister, has signalled his intention to keep a firm grip on the leadership of the centre-right coalition government formed by his National party with the nationalist New Zealand First party.

It was "not just unlikely, but extremely unlikely" that National would ever cede the premiership to NZF, the coalition's junior party, he said in an interview. The coalition was formed after the country's first elections under proportional representation in October. "The larger party by just about every historical precedent provides the leader of the government," he said.

His remarks, the most explicit yet, may scotch speculation among opposition politicians that Mr Winston Peters, the flamboyant NZF leader, who held the balance of power after the elections, will use a planned cabinet reshuffle to claim the premiership for himself.

But they also point to possible later leadership rivalries between men whose relationship has been acrimonious in the past.

Mr Peters, treasurer and deputy prime minister in the coalition government, is widely assumed to harbour ambitions of becoming prime minister and has softened much of his nationalist anti-immigration rhetoric since entering the coalition.

He founded NZF after being expelled from the National party cabinet in 1991 following a long dispute with the leadership over economic policy, and said before the election that he could not form a government with National's leaders.

Mr Bolger is thought to want to retain the premiership at least until 1999, when New Zealand is scheduled to host the summit of the Asia-Pacific Economic Co-operation (Apec) forum.

Defection muddies Korean waters

Already delicate diplomacy takes a further knock, write Peter Montagnon and John Burton



Diplomatic maze: outside the South Korean consulate in Beijing yesterday

Understanding North Korea's secretive and authoritarian regime, difficult enough at the best of times, has been made all the harder with the defection of one of the country's most senior officials.

The defection of Mr Hwang Jang-yop, the ruling party's secretary for foreign affairs, comes at a sensitive time for North Korea's relations with the outside world. The country is under pressure to attend a preliminary briefing on proposals for four-power talks with South Korea, China and the US aimed at reducing tension on the Korean peninsula and replacing the 43-year armistice with something more permanent.

The chances for a diplomatic breakthrough appeared strong two months ago after the North offered an apology for a submarine incursion into South Korean waters last year. But Mr Hwang's defection has set back hopes that the talks will take place.

Inter-Korean relations are once more at freezing point. The two sides yesterday were squabbling over the fate of Mr Hwang, who is hiding in the South Korean embassy in Beijing. Pyongyang claimed Mr Hwang had been kidnapped and warned of retaliation if he was not returned to the North.

Mr Hwang's defection also suggests that the prospect of talks was already in trouble because of differences in the

North Korean regime on how to handle the proposal. Moderate elements, of which Mr Hwang was believed to be one, appeared to have failed to persuade their hawkish colleagues to come to the negotiating table in return for food aid to the country's starving population.

If China allows Mr Hwang to travel to Seoul it will strengthen the view that no once-close communist ally can be trusted.

Even before the defection, there was a sense of bewilderment in Washington about the North's on-off attitude to security talks. Pyongyang at first agreed to attend the briefing in New York on the four-party proposal earlier this month, but then changed its mind.

It blamed the failure to

conclude a barter agreement with Cargill, the US commodity house, for the shipment of 500,000 tonnes of grain.

At first US officials interpreted the rebuff as another attempt by Pyongyang to gain leverage and obtain more food supplies and other concessions. "They are very short of food, but they also play a weak hand very well," said one official.

The US and its allies are vulnerable to such brinkmanship because Seoul is inadequately defended against missile attack, Mr Taylor says. North Korea could not win a war on the peninsula, but it could destroy Seoul in a matter of days. The correct approach, he says, is thus to stop making concessions and strengthen Seoul's defences.

If the talks do ever get under way, they can be expected to move very slowly, with Pyongyang springing a few more surprises on the way.

NEWS: INTERNATIONAL

Turkmenistan belatedly joins the queue for oil and gas investment

Central Asian republic strives to live down a bad start, writes Robert Corzine

Turkmenistan wants to come in from the cold. Five years after reluctantly accepting independence from the former Soviet Union, it is hoping to catch up with other energy-rich states in the Caspian Sea region in the race to attract large-scale foreign investment as a way to kick-start market reforms.

Last month the government signed a memorandum of understanding to begin detailed negotiations on the handover of much of the country's western oil fields to an Anglo-US consortium made up of Marathon Oil & Gas of the UK and Mobil Oil. Later this year it plans to offer large tracts of its offshore acreage to international oil companies.

In recent years Turkmenistan, which depends on oil and gas for 80 per cent of its revenues, has watched foreign oil companies flock to Kazakhstan and Azerbaijan, while its initial contacts with international companies turned sour.

A strategic joint venture with Bridas, the Argentine oil group that is the coun-

try's largest foreign investor, deteriorated into a bitter and complex contractual wrangle that has been referred to international arbitration.

"We originally concluded a number of damaging contracts," says Mr Batyr Sardzhayev, the deputy prime minister. "These have caused huge damage to our international reputation."

He accepts that some of the problems were of their own making but says the next generation of oil and gas agreements will be more transparent: "We want to do everything properly to avoid making more mistakes."

Legislation to create production sharing agreements, the standard international formula for oil and gas investments, is being drafted.

Although Turkmenistan holds the world's fourth largest reserves of natural gas, Mobil and Marathon will focus on boosting oil production by 10m tonnes a year. The aim is to increase oil output to the point where it would justify the construction of new export routes through neighbouring Iran,

Kazakhstan, and perhaps Azerbaijan via tanker across the Caspian.

The complex and fluid geo-

political situation in the Caspian requires at least three outlets, says western oilmen.

But gas, which is a more difficult commodity to find a ready market for, is also a priority. At first, Turkmenistan plans to link its west-

ern and eastern gas fields to the Iranian domestic system, which Turkmen officials say is short of gas. The western line is currently under construction. The eastern outlet would require only a 60km line to be built from the giant Sovietash gas field in eastern Turkmenistan to Mashhad in Iran.

The links to Iran will form the base for more ambitious

plans to sell gas to Turkey, and perhaps eventually to western Europe through a line that would bypass Russia, which has restricted Turkmen gas exports in recent years.

Turkmenistan exports 40bn cu m of gas to former Soviet republics such as Ukraine and Georgia and to eastern Europe. It is supposed to receive \$42 per 1,000 cu m delivered to the Uzbek border, but the payment record of the Commonwealth of Independent States members has been patchy at best.

Aside from Turkey and western Europe, it is the markets of the east that hold the most allure, say officials. A proposed gas pipeline to Pakistan and India via Afghanistan is under study by Unocal of the US and Delta of Saudi Arabia, although Bridas is suing Unocal, claiming that it has the exclusive right to negotiate a deal with the Afghans.

World Bank officials say the economics are "very attractive. It's the politics that are a problem."

All the warring factions in

Afghanistan support the project. Turkmen officials, however, admit that the Afghans have yet to be convinced that the pipeline could be an instrument with which to build an enduring peace.

"They all dream about using the revenues to buy more weapons," concedes Mr Boris Shikhmuradov, the foreign minister.

Western diplomats hope the flurry of activity on the energy front will be a prelude to more extensive domestic reforms. Officials admit that Turkmenistan has been slow to adopt market and democratic reforms that are now commonplace in other former Soviet republics.

Last month President Saparmurat Niyazov, who has been criticised for having indulged in an extensive building programme of presidential palaces and retreats while some parts of Ashgabat

are still without running water, said he was committed to accelerating market reforms.

"We need to change public thinking on the economy from a strategic need to hold together one of the most economically neglected of the former Soviet republics."

There are some signs he means it. Last year he set up a special agency to accelerate inward investment projects which had been languishing in ministerial in-trays.

Senior officials such as Mr Sardzhayev speak optimistically of the first steps towards privatisation in the agricultural sector and the prospects to develop more industries to process the country's raw materials, such as cotton.

A big test for Turkmenistan, however, will be how the money earned from the next set of energy projects is used. Some diplomats fear the oil wealth might cause the government to put off economic and political reforms. "Or maybe the president will just build more palaces," said one.

UN chief wants a woman deputy

By Michael Littlejohns, UN Correspondent, in New York

Mr Kofi Annan, UN secretary-general, wants to name a woman deputy and has discussed the question with Ms Graziella Brundtland, the former prime minister of Norway.

But he said yesterday he must first seek General Assembly authorisation and funding for the post, an innovation sought by the US in its drive for UN reforms.

"Ideally, I would want to be able to offer the post by the autumn of this year," he said. There could not be a formal candidate for it before terms were approved, but he had already talked to Ms Brundtland, "whom I respect very much".

Mr Annan's first top-level appointments last month were criticised because he held over most of those who served his predecessor, Mr Boutros Boutros Ghali. Also, only two of the 187 appointees are women, though he has often spoken out for "gender parity".

Naming a woman deputy who would have across-the-board responsibilities and be in charge when he was away would go far to address the complaints. At his first New York press conference since assuming office, Mr Annan acknowledged some officials felt UN reform had not moved fast enough in his first five weeks.

To a response by Mr Sergey Lavrov, the Russian ambassador, that God needed less time to create the earth, Mr Annan said the Almighty worked alone and was not answerable to 185 member countries.

He reaffirmed his commitments to a more effective organisation and stressed his task would be less difficult if members, including the US, met all their financial obligations to the UN.

He had tried to reduce UN paperwork by ordering a 25 per cent cut in Security Council and General Assembly documentation.



1995	2002
Population (m)	5.5
GDP (\$bn)	11.0
GNP (\$bn)	22.0
Electricity (bn kWh)	11.2
Natural Gas (bcm)	3.3
Cotton (1,000 tons)	1,500
Exports (\$bn)	0.1
Imports (\$bn)	1.6
	5.5

Source: State Statistical Committee for Planning and Statistics, 10-year Development Programme, World Bank and UN.

Purchasing Power Parity.

Population in millions.

Electricity in billion kWh.

Natural Gas in billion cubic metres.

Cotton in thousands of tonnes.

Exports and imports in billions of dollars.

Imports in billions of dollars.

Source: UNCTAD, UNDP, UN.

Estimated figures.

Figures for 1995 are estimates.

Figures for 2002 are projections.

Figures for 1995 are estimates.

Figures for 2002 are projections.

Figures for 1995 are estimates.

Figures for 2002 are projections.

Figures for 1995 are estimates.

Figures for 2002 are projections.

Figures for 1995 are estimates.

RECRUITMENT

Richard Donkin on the different strategies of a firm of accountants and a chemicals group for finding the best employees

Nurture supplements nature

Coopers & Lybrand, the accountants and management consultants, and Courtaud's, the chemicals group, both share a commitment to developing the best in their employees. But recent recruitment initiatives by the two organisations reflect very different approaches: one is unashamedly elitist, the other is determined to spread the net as broadly as it can.

Coopers & Lybrand has introduced a graduate recruitment scheme – its international careers programme – designed to lure some of the best graduates from a handful of the world's top universities into a potentially high-flying career.

The programme is this year selecting 20 graduates from five universities: Queen's in Ontario, HEC school of management in Paris, Erasmus in the Netherlands, Oxford in the UK and Wharton in Pennsylvania. In a search co-ordinated by its offices in the five countries using common selection criteria, the firm aims to find and develop recruits

able to amass international accounting and auditing experience.

All recruits will spend at least three years training and qualifying as professional accountants in a country of their choice, but not in the country they studied.

The selection procedure is rigorous. Interviews in applicants' home countries are followed by a second selection process, lasting up to four days, in their prospective country base.

"It is vital to our business that we develop a core group of people with real international experience," says Ed Smith, head of strategy in the firm's UK business assurance arm. "As our work becomes more global, the skills these people will bring will be crucial to the service we offer."

Smith says the firm had been concerned by an annual survey of European business graduates by Universum, a Swedish consultancy, that suggested it did not enjoy a high profile among graduates in Europe. It hopes the programme will highlight its international presence and help attract more good quality graduates to its general intake.

Coopers & Lybrand signs up some 700 graduate trainees a year. "We want graduates to say to themselves that even if they do not go on this programme they may still want to come to the firm because of its strong international mobility culture," says Smith.

Ian du Pré, UK head of recruitment, admits the focus on just five universities might exclude some potential high flyers from elsewhere, but says the firm is keen to build on existing relationships with these universities. He also points out that high flyers would naturally emerge from the rest of the graduate intake.

The Courtaud's recruitment scheme is much less elitist. It is designed to select and train people from scratch to create a skilled work pool around Courtaud's new Tencel plant in Grimsby, northern England.

Unusually, short-listed applicants receive skills training before their final selection. This

Salaries bonuses and car allowances in City of London finance

Position	Base salary			Average salary		Car provision/allowance		
	Lower quartile £	Median quartile £	Upper quartile £	Salary %	Bonus %	With car %	Value %	Annual allowance £
Corporate finance head	105,000	138,000	160,000	122,000	20.3	80	24,000	16,100
Capital markets head	124,500	150,000	171,500	149,500	59.5	88	29,100	8,800
Bank vice-chair	90,000	91,100	130,500	101,000	26.8	92	21,800	8,500
Fund management director	103,800	120,500	151,400	131,200	41.8	100	22,500	7,500
Future & options head	84,800	105,000	130,300	103,300	21.6	94	22,000	7,000
Eurobond trading head	97,500	125,000	147,800	122,500	42.0	71	26,100	7,200
Equity trading head	96,700	105,100	124,200	104,000	26.8	92	21,000	5,800
Private banking head	83,000	100,000	111,400	101,200	22.5	71	16,700	7,100
Head of research	101,000	115,000	124,200	110,000	28.0	100	24,000	7,800
Financial director	704,500	85,000	93,800	83,800	35.7	90	25,300	7,800
Chief FX dealer	68,500	70,000	113,500	70,000	19.5	78	20,000	6,500
Legal services head	60,000	72,900	78,000	74,000	24.1	95	21,100	6,700
Personnel director	74,700	85,000	90,800	85,000	26.2	94	20,500	7,800
Money market head	80,200	72,000	83,000	75,500	38.2	77	18,800	6,100
DB director	60,500	70,000	72,000	70,000	25.0	75	22,400	6,800
Credit manager	40,700	44,000	49,500	44,800	9.0	69	18,800	5,000
Customer services head	27,500	29,000	34,000	34,000	14.0	74	17,400	5,600

Source: Monks Partnership

Because of this, both employers are sending out positive signals to potential recruits.

City salaries

Monks Partnership, the pay consultancy which provided the data for the table above, says an upturn in recruitment among the investment banks is likely to lead to pressure on base salaries

beyond the 5 per cent increases it had been predicting for the year.

Growth beyond the ever-increasing demand for good dealers and traders is reported in structured finance, risk management, product development and futures and options.

Joe Clark, who compiles the information, says that many personnel staff are trying to restructure bonus schemes. The idea is to maintain results without encouraging individuals to take undue risks. The idea seems laudable, but will it work?

The table is drawn from the Monks Partnership quarterly survey of pay and benefits in City of London banks, £290, from Monks Partnership, The Mill House, Wenders Ambro, Saffron Essex CB11 4JX, UK. Tel 41 1799 54222

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For all three positions, minimum ten years of commercial banking experience at several levels of an American, Canadian or European bank. Proven experience in developing new business and/or institutions as well as staff. Ideally have strong international experience in emerging markets including some banking experience in the former Soviet Union and/or speak Russian. Near-native fluency in English. Must be able to adapt to challenging living conditions. Must demonstrate flexibility, creativity, strong communication skills.

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NYU encourages applications from women and members of minority groups.

EUROPEAN MONETARY INSTITUTE

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Ref. GS/13/97

Payment Systems Security Expert

The holder of this post will work in an interdisciplinary project team within the Payment Systems Section of the EMI dealing with the preparation of TARGET for Stage Three of EMU. His/her major task will be to work on security aspects of TARGET. In particular, he/she will conduct a risk analysis for the ECB's element of TARGET, co-ordinate risk analysis with central banks and prepare security reports for EMI management and the Working Group on Payment Systems. In addition, the holder of this post will be responsible for maintaining all TARGET related papers on security.

Qualifications

- University degree in Economics or an Information Systems related degree, or equivalent experience. The candidate should have knowledge of large value payment systems, a general understanding of the technical environment for payment systems and good knowledge of risk analysis methods (e.g. ISO standards). Ideally the candidate should have recently finished his/her education and acquired some experience in the above mentioned field.
- Experience in the fields of security analysis and security design of systems.
- Familiarity with modern office equipment and personal computers.
- Very good command of English and proven drafting ability in English. A command of at least one other European Union language is desirable.

Ref. GS/14/97

Applications

Applications should include a Curriculum Vitae and a recent photograph, together with references confirming the required experience and skills. They should quote the appropriate reference number and should be addressed to the European Monetary Institute, Personnel and Office Services Division, Postfach 10 20 31, D-60020 Frankfurt/Main, and should reach us no later than 28th February 1997. Applications will be treated in the strictest confidence and will not be returned.

Vice President and Chief Financial Officer

South/Central European location

Our client, a globally diverse NYSE listed company, seeks a skilled and seasoned Vice President & Chief Financial Officer to be based at its headquarters in an attractive central/southern European city easily accessible to all major European capitals. This technology-based business has more than 40 operating units located in over 30 countries, is a leader in many of its product lines, and has experienced dramatic growth in the recent past based on both market development and an aggressive acquisition strategy.

The appropriate candidate will possess:

- A strong financial control background with direct operating unit experience
- An international background and demonstrated capability to deal effectively with diverse cultures and issues
- Strong ties to the financial community (predominately New York, but also London and Frankfurt)
- Meaningful experience in an NYSE listed company with full knowledge of regulatory issues and reporting
- Competency in U.S. GAAP
- Direct experience with a sophisticated treasury function
- Ability to understand and contribute to reconciliation of global tax issues
- A strategic vision of both global financial issues and global business matters
- Ability to effectively function as a member of a small team of executives complementing their efforts to build and operate a highly successful business enterprise
- Fluency in both English and at least one of the major central European languages

The listed qualifications are the minimum being accepted. This position offers an attractive total compensation package including competitive base salary, incentives, and stock option participation. Car plus other perquisites are included. If you are interested in this opportunity, please forward your resume or a letter detailing your experience to: Box A5174; Financial Times; Number One Southwark Bridge; London, England SE1 9HL. E-mail: dept.cfo@jwworks.com

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New York University

EXECUTIVE DIRECTOR

Villa La Pietra, Florence, Italy

New York University seeks applications for the post of Executive Director, to supervise Villa La Pietra, the University's estate in Florence. Villa La Pietra is the central property in a complex of five substantial villas situated on fifty-seven acres in Florence. The Executive Director will report to the Vice President for Enrollment Services and Planning along with a committee of senior administrators in New York and will be responsible for all aspects of the management of the estate.

The Director's duties will require the capacity to oversee the University's academic program at La Pietra; the managerial and financial skills to handle a substantial annual budget and supervise permanent staff responsible for all functions; competence in managing the maintenance and renovation of a substantial physical plant including the security and upkeep of buildings and grounds. The successful candidate will also possess the sensitivity to maintain and preserve the aesthetic integrity of a major Florentine garden and to enhance community relations in Florence.

The Director will be expected to live on the estate. Applicants should possess at least ten years of senior higher education management experience, with a strong background in administrative and financial management in an academic setting. Ph.D. preferred. Fluency in Italian required.

Salary and benefits will be competitive. Candidates should send a resume, references and salary history by March 7, 1997, to: Dr. David K. Fleury, Vice President for Enrollment Services and Planning, New York University, 70 Washington Square South, New York, NY 10012-1097.

NYU encourages applications from women and members of minority groups.

Queen's School of Management is taking business education in Northern Ireland into the 21st Century. The School offers small scale, high quality undergraduate and postgraduate courses in management, finance, accounting, and in information management. A partnership approach is being developed with the business community, blending academic excellence with practical experience and expertise, to ensure the School becomes a genuine resource for the private, public and voluntary sectors.

Following the recent endowment by Martin Naughton of a Chair in Business Strategy within Queen's School of Management, the School seeks to make two senior staff appointments, preferably by 1 September 1997, in the areas of human resource management, and of marketing/international business. Applicants must share the University's vision of creating new directions for business.

THE CHAIR IN HUMAN RESOURCE MANAGEMENT (Ref: 97/L002)

To provide academic leadership in the research and teaching of human resource management in the School and to develop links with the business community.

Applicants must hold a primary degree or an appropriate professional qualification, and a higher degree in a relevant area. Experience of teaching of professional development courses or of postgraduate teaching, and a record of high quality research publications are essential. A doctorate, a relevant professional qualification, a minimum 2:1 honours degree or equivalent in a relevant area, membership of a relevant professional body, a research grant record, experience of innovative teaching, of supervising research students and practical management experience are all desirable.

Salary is within the professorial range, with eligibility for USS, and there is a package to assist with relocation and resettlement expenses.

READERSHIP/SENIOR LECTURESHIP IN MARKETING/INTERNATIONAL BUSINESS (Ref: 97/K014)

To contribute at a senior level to the teaching and research of marketing and/or international business and to develop links with the business community.

Applicants must hold a primary degree or an appropriate professional qualification, and a higher degree in a relevant area. Experience of teaching of professional development courses, or of postgraduate teaching, and a record of high quality research publications are essential. A doctorate, a relevant professional qualification, a minimum 2:1 honours degree or equivalent in a relevant area, membership of a relevant professional body, experience of innovative teaching, and practical management experience are all desirable. For readership: a research grant record, and experience of supervising research students are also desirable. Salary scale: Reader/Senior Lecturer: £27,747 - £31,357 (under review), with eligibility for USS. Assistance with relocation as appropriate.

Enquiries may be directed to Professor A Sangster, School of Management, telephone (+44 1232) 319530, FAX (+44 1232) 326921. e-mail: a.sangster@qub.ac.uk.

Further particulars, quoting the appropriate reference number, are available from the Director of Human Resources, The Queen's University of Belfast, BT7 1NN, Northern Ireland, telephone (+44 1232) 273246 or FAX (+44 1232) 324944.

Closing date: 27th March 1997.

Committed to an Equal Opportunities policy and selection on merit, the University welcomes applications from all sections of the community. Under its affirmative action programme it particularly welcomes applications from women for academic posts.

MANAGER - COMMODITIES

Salary c £40,000 - £50,000 package

City Based

Our client is a successful company within the Securities and Derivatives industry.

They are currently looking to recruit a manager with proven expertise in the delivery and settlement of commodities.

A team player able to manage a small department but also a self starter keen to take responsibility for projects and compliance issues.

The ideal candidate would have an operational, compliance or market supervision background.

To apply, write with full CV and details of current remuneration package to: John Sampson.

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Tel: 0171-972-0150. Fax: 0171-972-0151/2. Email: search@micelangelo.co.uk

CORPORATE QUANTITATIVE ANALYST

Competitive base salary + substantial bonus

London based

Our client is a major US investment bank who is a recognised market leader in quantitative analysis across a variety of complex fixed income products. In line with their successful and ongoing development of establishing a leading position in the credit markets, they require a senior European analyst to lead their credit related quantitative bond strategy effort.

Job Description

- Work in conjunction with the credit team to design credit-related strategies.
- Create relative value trade ideas combining both the cash and swaps markets.
- Market strategy to the sales and trading desk as well as the firm's major clients.
- Develop new analysis to enhance their already extensive library of techniques.

Candidate Profile

- 4 years' minimum relevant post graduate experience in several different European bond markets as well as non-vanilla credit-linked securities.
- articulate and dynamic in the approach to develop new business.
- Computer literate with first class communication and presentation skills.
- Energy and enthusiasm to execute business at all levels.

This is an excellent career opportunity for both personal growth and gaining exposure across several product areas. Interested candidates should forward their curriculum vitae to Deborah Dor, Director.

Devonshire executive

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This role is one of the keys to realising that potential, by providing a tactical link between the Asian operating companies and the corporate HQ in London, in areas including financial reporting, investment, treasury and IT. Your responsibilities will include directing and reporting on each company's performance in line with group objectives, functional leadership of a multi-cultural finance team and liaising closely with General Managers on financial and commercial decisions. Reporting to the Group FD and working closely with the MD for Asia, you will play a highly visible strategic role throughout the region: championing an IT strategy, developing high performance standards and ensuring effective financial management.

In short, the scope is huge - and you will need the background and flexibility to match. A qualified accountant, you will probably have a degree in Business Accountancy and at least eight years' senior financial experience, preferably in a major western consumer goods company. Beyond your clear, broad financial expertise, you will need to understand local regulations and will be fluent in English and, ideally a regional language e.g. Mandarin Chinese. You will also possess considerable people management and strategic planning experience.

As our client is a fast-growing, fluid and entrepreneurial business, you will be highly adaptable, with a pioneering approach that balances boundless energy and strong leadership with close attention to detail. For the right candidate, there will be excellent future opportunities for significant general management roles. If required, relocation to and accommodation assistance in Hong Kong can be provided.

To apply, please send a comprehensive CV including current salary details, quoting reference 1292, to Integra Search and Selection, 1 London Road, Newbury, Berkshire RG14 1JL, UK. Fax: +44 (0) 1635 524778. All applications will be treated in strict confidence.

Integra

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Young ACA or MBA

Our client is a small, established investment house, offering private equity investment and general corporate finance advisory services in both the quoted and unquoted sectors. The investment team now wishes to appoint two executives to support the investment directors.

Candidate Profile

- aged mid 20s to early 30s
- high calibre qualified graduate Chartered Accountants or MBAs
- background in corporate finance, acquisition finance, venture capital, accountancy or management consulting firms
- strong PC modelling and financial analysis skills
- commercially astute and motivated team players with an informed interest in venture capital and corporate finance

The Role

- primary focus is supporting senior investors in deal execution and investment management
- potential involvement in corporate advisory transactions
- investment appraisal
- financial modelling and analysis
- due diligence
- preparation of investment reports
- development of investment management systems
- investment management, post deal execution

Applications with full CV and remuneration detail should be forwarded to Tim Clarke at:

1 Southampton Street, London, WC2R 0LR Tel 0171 379 1100

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Reporting to the Head of Investment, you will be responsible for stock selection within the major European markets and for the management of institutional client portfolios.

Several years as a European Fund Manager and experience of value screening strategies will be important

as you will also be expected to contribute to the development of quantitative screening processes. You will also make an important contribution to the evolution of future investment strategy and take an active part in the regular Global Investment Strategy reviews. This position offers a challenging and exciting opportunity for a successful fund manager with a proven performance record to join a confident team at an important stage in its formation.

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In the first instance, please apply in confidence and in writing with full CV including details of current salary to Brian Withers at Withers Wood Brigdale Ltd., Granville House, 132-135 Sloane Street, London SW1X 9AX quoting reference EEF12. Please mention any organisation to which your details should not be submitted. Our client will make direct contact with candidates selected for interviews. CVs submitted without salary details will not be considered.

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He/She will have a university degree and, ideally, one to two years experience in financial reporting. Computer literacy is essential; some knowledge of mathematics would be an advantage. In addition to a very good command of English, a working knowledge of German and/or French would be an asset.

The Bank offers attractive conditions of employment in an international atmosphere and excellent welfare benefits.

Candidates should send their application, together with a recent photograph and references, to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting the reference number 9739.

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City based c£28,000 + benefits package

Our Client, one of the world's leading Investment Banking Institutions, invites applications from fluent Russian/Polish speakers for the above position.

The Role:

- will include the comprehensive analysis of the economies, industries and companies of Central and Eastern Europe;
- will involve frequent travel throughout the Region to assist with the development of new and existing client relationships;
- will be responsible for writing reports on companies in fluent and attractive English to tight deadlines.

The Person:

- will have an academic background in International Economics;
- will possess a minimum of three years experience of undertaking project based assignments throughout the region, including Russia, Poland, Slovenia and Croatia;
- will have the ability to communicate fluently in Russian, Polish and ideally one other Central European language;
- will have experience of market analysis, a knowledge of CEE trade agreements, and exposure to foreign trade transactions.

To apply, please post or fax your full curriculum vitae, including details of current remuneration, to either Richard Lyons or Sean Carr. Applications will only be forwarded to this client. Please indicate clearly to which your details should not be sent.

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Headquartered in London, Bank of China International (UK) Ltd. (BOCI) is the newly established investment banking arm of Bank of China, China's primary foreign exchange financial institution and one of its four major state banks. Bank of China is Asia's largest capitalised bank with capital in excess of \$10.3b and assets of \$234 billion.

The formation of BOCI represents a unique employment opportunity for financiers in a wide range of disciplines who wish to participate in China's dynamic growth. BOCI will be playing a pivotal role in the development of China's financial markets. We are, therefore, building up our presence in the equity and debt capital markets, both primary and secondary, as well as structured finance and corporate finance. We would like to hear from those who can appreciate the potential of our position and are confident in their ability to contribute to our success.

As we expect to be involved in several equity IPO's this year, we have an immediate need for a

CHINESE/HK EQUITY SALESPERSON AND A RESEARCH ANALYST.

As BOCI is in its start-up phase, there is considerable scope to shape these roles. Both positions will be supported by the Bank's unequalled Beijing connections, steady flow of new issues, visits to China and an imaginative use of London resources.

SALESPERSON

You will have the confidence and resourcefulness to generate your own investment ideas and be prepared to commit those ideas to print. Therefore, an ability to self-motivate, to think and write creatively is vital. Mandarin would be an asset but not essential. A European client base would be an advantage. This role may appeal to those who have two to three years experience in SE Asia but would like to specialise.

RESEARCH ANALYST

This position will involve the preparation of both daily commentary and in-depth research to support the Bank's new issue business. It is important that you should have a good grasp of economics and financial analysis as well as an ability to write accurately and concisely. The successful candidate will be a Mandarin speaker.

Please respond with a full CV and salary details to Amanda MacKinnon, Bank of China International (UK) Ltd, 34F One Canada Square, London E14 5AA (Fax: 0171 661 8877 / Tel: 0171 661 8817)

ΣΤΕΛΕΧΗ

ΓΙΑ ΤΗ ΔΙΑΧΕΙΡΙΣΗ ΔΙΑΘΕΣΙΜΩΝ

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Υπεύθυνος για την προώθηση προϊόντων κεφαλαιαγοράς (κυρίως ελληνικών χρεογράφων) και παραγώγων σε θεσμούς πελάτες και χρηματοποιητικά ιδρύματα του εξωτερικού και του εσωτερικού. Προσόντα:

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- Εμπειρία σε παλήστες και ανάπτυξη σχέσεων με διεθνείς τράπεζες, πολιτικούς οργανισμούς, θεσμούς επενδύσεων και εταιρικούς πελάτες

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Υπεύθυνος για την αγοραπωλησία συναλλάγματος. Προσόντα:

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- Διανοτικό υπόβαθρο σε ποσοτικές μεθόδους
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Υπεύθυνος για τη σύλληψη και ανάπτυξη νέων χρηματοοικονομικών προϊόντων. Προσόντα:

- Μεταπτυχιακές σπουδές χρηματοοικονομικής κατεύθυνσης
- Διανοτικό υπόβαθρο σε ποσοτικές μεθόδους
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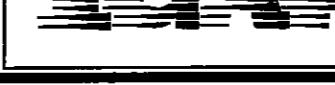
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Financial management processes and practices will need to change radically if companies are to survive. Commentators predict that over half of the companies in today's Fortune 500 will disappear from the list within two decades. It's not just a question of becoming more efficient, faster or even smarter. Multinational corporations need to change the way they do business, with financial management changing from a book-keeping model to pro-active decision support, based on strategic business advocacy. Success will demand courage and vision, and one firm is leading the way.

Working closely with the CEOs and CFOs of multinational corporations, Price Waterhouse is offering the new skills, structures and technologies that will transform the way big businesses approach their markets.

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and entertainment, media and communications. The secret of our success lies in a combination of leading-edge expertise and a client friendly stance. Business leaders relish working with us because we do not seek to impose a blinkered methodology. Although we are dealing with some of the most sophisticated business concepts, our contribution is pragmatic and the benefits we deliver are tangible. Our new thinking is proving very popular - and we are growing at a phenomenal rate. In fact our 1500-strong global Financial and Cost Management practice is aiming to double in size during the next three years. That's why we are now looking for more high-calibre finance specialists to join the European team.

We are looking for highly accomplished professionals who understand - and are excited by - the major financial management issues facing large companies.

You must be finance-trained (almost certainly a qualified accountant) with an impressive track record of process

development and re-engineering activity within large enterprises. Specific experience should include benchmarking, process analysis, transaction accounting or shared services/outsourcing.

We guarantee a quality and diversity of experience that will give you job satisfaction and continuing personal growth. Our substantial investment in training and development will keep your knowledge and expertise at the cutting edge of management thinking; there is excellent scope for promotion into management and senior operating roles. Salaries will be in the range £40,000 - £70,000 and will be supported by our innovative, flexible benefits package.

Please write with a detailed CV, quoting reference 76148, to our retained consultant David Brownlow, Huntswood Associates, Castle Hill House, Castle Hill, Windsor, Berkshire SL4 1PD. Telephone: 01753 855200 or out of office hours 01628 777256. brownlow@huntswood.co.uk

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THE ROLE

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THE ROLE

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Please reply with full details to:
Selector Europe, Ref. 7606277,
16 Connaught Place,
London W2 2ED



Be Part of the Real Thing

EXCEPTIONAL FINANCE OPPORTUNITIES

Germany

Coca-Cola needs no introduction: the most powerful global brand, its products bought by more than half the world's population, constantly delivering outstanding value for its shareholders. Strengthening its position in the German market, Coca-Cola has recently consolidated its bottling operations in the region. With ambitious plans for growth and the intention to go public in the next few years, the newly-created venture offers diverse opportunities for ambitious young finance professionals able to make a real impact and build an international career with Coca-Cola.

There are a range of highly commercial opportunities spanning analytical roles, budgeting, investment and audit positions with broad exposure to business operations. Responsibilities could involve:

- field service support for the sales force in a fast-moving competitive market
- pricing and rebate issues at the heart of business profitability
- strategic decisions optimising use of the investment budget
- systems reviews, looking at controls and business processes
- driving change and process optimisation

Candidates could have a range of financial expertise, but in all cases an MBA or recognised finance qualification and at least two years' relevant experience - either in an international business major consulting firm or Big 6 accountancy practice - is essential. Fluency in German and English is important; experience of US and German GAAP will be useful for some roles. In order to succeed in Coca-Cola's dynamic environment, candidates should be good team players with excellent analytical skills, initiative and drive, able to handle a varied workload in a fast-changing environment.

These are exceptional positions offering exceptional rewards. In a company whose strength is based on strong financial management, these are all high-profile roles reporting at senior levels in the business, providing opportunities for rapid international career development anywhere in Coca-Cola.

To apply, please post or fax a full CV including salary details and quoting ref. 189 to Alderwick Consulting at the address below. For more information telephone (+44) 171 242 9191 (weekdays) or (+44) 1206 262474, (+44) 171 231 8272 (evenings and weekends). Any CV sent direct to Coca-Cola will be forwarded to Alderwick Consulting.

ALDERWICK
CONSULTING

SEARCH A SELECTION
95 FETTER LANE, LONDON EC4A 1EP
TELEPHONE: (+44) 171 242 9191 FAX: (+44) 171 242 9560

Coca-Cola Erfrischungsgetränke GmbH

Finance Director

Fosroc Expands Limited is a business within the Chemicals Division of Burmah Castrol plc - a FTSE 100 company - and supplies a range of admixtures, sealants, waterproofing and repair materials for the UK's building and construction industries.

Against the background of a mature and highly competitive market, the company has embarked upon a wide-ranging programme to improve financial and operational performance; a forward thinking and strategic finance professional is sought to complete a strong management team committed to continuous improvement.

We will expect you to bring fresh ideas to the development of management reporting and the monitoring and improvement of financial performance; we will also expect you to contribute to the development + implementation of company strategy.

Having operated successfully at Finance Director/Controller level in a modern manufacturing environment, you will be skilled in the financial aspects of supply chain management, in improving business performance and in the disciplines of plc financial reporting.

In return, you can expect very attractive rewards and outstanding potential. Please write with full career history and details of current salary to our Consultant, Noel Alexander, at Austin Knight UK Limited, Tricorn House, 51-53 Hagley Road, Edgbaston, Birmingham B16 8TP, quoting ref. LR 928. Fax 0121 456 1510.



BURMAH CASTROL

FINANCE DIRECTOR

Exceptional Opportunity to join a Winning Team

North West



c £70,000 + Car + Benefits

Riverside Housing Association has embraced radical change and innovation in order to pursue its vision to be "The first choice housing partner for Urban Regeneration". Established in 1928, it has a turnover of £50 million and manages around 20,000 properties providing homes for over 50,000 people. Riverside has identified significant opportunities for future growth, incorporating partnerships and mergers. In order to achieve these aims, they seek to strengthen the management team through the appointment of a high calibre Finance Director.

THE POSITION

- Report to the Chief Executive and assume full responsibility for financial management and control.
- Drive the Business and Strategic Planning process, developing models to facilitate effective capital appraisal and optimise the allocation of resources.
- Play a lead role in the raising of private finance through presentations and forming relationships with major institutions.
- Develop and maintain a high profile within the Housing Association movement.

Interested candidates should write, enclosing full career and current salary details to the advising consultant, Stephen Banks, at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, quoting reference 2145. Tel 0171 292 8300. Fax 0171 287 5457. E-mail: Stephen@questor.com



International Controller

c. £75,000

Our client is an international organisation operating in the fast moving consumer goods arena. In six years it has established a global infrastructure of manufacturing, distribution, sales and licensing with present turnover running at \$40m.

The company plans a public offering in the US within 24 months and as part of the process of building the support structures for its rapid growth it is seeking an outstanding International Controller who will work closely with the Chief Financial Officer and who's responsibilities will include:

- Ensuring sound accounting policies and practices are laid down and used for the generation of accurate and timely financial statements and management accounts for respective operating units.
- Treasury management, tax and financial planning at group level including currency risk management.
- Preparation of the Group's budget and strategic plan with emphasis on group balance sheet and cash flow forecasting.
- Group corporate statutory secretarial functions.

HARVEY NASH PLC

UK Based

- Implementation of IT strategy to meet user requirements in all areas of the business.

Candidates will be qualified ACA's with a minimum of 7 years' PQF gained ideally in a decentralised international environment. They will necessarily display all of the technical, accounting and financing skills as well as a highly proactive commercial approach, integrity and the ability to make a significant contribution, at a strategic level, to the performance and profitability of the company. They will be ready to travel widely and should demonstrate the interpersonal skills to communicate easily and authoritatively in disparate environments.

If you believe you have the necessary attributes and skills for this uniquely challenging position, then please send an up-to-date curriculum vitae, including your current salary details, to the advising consultants at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH, England. (Tel: +44 (0) 171 333 0033, Fax: +44 (0) 171 333 0032.) Please quote reference number HNF172FT. You may also apply via <http://taps.com/Harvey.Nash>

Assistant Financial Controller – Europe

London, W1

£38-45,000 + Car + Bens

Our client is an international market leader with subsidiaries throughout the world and a European operation with a revenue of \$1 billion.

Having completed a period of rationalisation, they are poised to embark on an impressive phase of expansion through acquisition.

They need to strengthen their European finance function by recruiting a high calibre Deputy reporting to the European Financial Controller.

The individual will be a key member of the executive team which is responsible for the operating performance and development of Europe. He/she will play a vital role in providing financial and risk management advice to the country Financial Controllers including financial, accounting and investment decision making support.

He/she will also perform a pivotal role in

ensuring the success of a number of ad-hoc projects ranging from Treasury management through to the successful implementation of a pan-European accounting system. This will require some European travel.

You will be an ACA 'Big 6' trained (aged ideally 27-33) with a number of years post qualified experience gained within an international 'blue-chip' environment. You will have drive, enthusiasm for change, commercial flair and a highly motivated approach.

With this superb opportunity, the company also offers an unrivalled international career path for the future. If you feel ready to meet this challenge, then forward a curriculum vitae to our retained consultant

Laurence Pengelly at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Tel 0171 242 3578.



Michael Page Finance

Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds

Maidenhead Manchester Nottingham Reading St Albans & Worldwide



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Glass Radcliffe Chan & Wee
CERTIFIED PUBLIC ACCOUNTANTS

GRCW is a growing firm of CPAs with approximately 150 professional and support staff and affiliated offices regionally and internationally.

We invite applicants for the following position:

SENIOR MANAGER

We anticipate the successful candidate will be a Chartered or Certified Accountant with having had in the region of 8 years audit experience, preferably with larger firms. Good communication skills and computer literacy required. Ability to speak Chinese will be an advantage but is not essential.

Attractive salary with fringe benefits will be offered to the right candidate. (Circa GBP50,000)

Please write with CV and full personal details to:

The Personnel Manager
8/F Yu Yuet Lai Building
43 Wyndham Street
Central Hong Kong

Audit Manager – Europe

A unique career opportunity

...for a fast track finance professional

heading for international financial or general management

Brussels

c.£50k Package

Our client, a major multinational manufacturing group (T/O in excess of £6bn) with extensive operations in Europe, is seeking to appoint a European Audit Manager, based in Brussels, heading a small team.

The management philosophy is one of decentralised accountability to the operating units within an environment of strong financial control. The Audit function plays a key role in analysing problem areas and more importantly in pro-actively recommending improvements.

The role will involve significant travel within Europe – particularly Germany and France – and fluency in English, German and French is essential.

Candidates, most likely under 40 years of age, will be graduates and ACA qualified. Professionally trained in a demanding environment, probably by one of the 'Big 6', they will have 3/5 years' experience of finance or audit of manufacturing operations. Exceptional presentational skills – written and verbal – are essential.

Career opportunities in Europe are excellent – with the possibility of moving into senior operational finance and line management appointments.

An excellent package will include fully expensed car and other benefits.

Group Finance Director

Branded Consumer Products

c.£60,000 + Bonus

West Midlands

Challenging, key role influencing the development of this well-regarded organisation about to enter exciting growth phase. Exceptional opportunities for personal and corporate development.

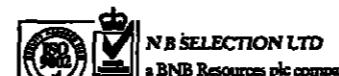
THE COMPANY

- Well-established, marketing-led manufacturer. Excellent brand name with powerful heritage. Impressive customer portfolio.
- Privately-owned, profitable, ambitious. T/O £21 million. Keen to diversify. Sales to UK and export markets and through wholly-owned US subsidiary.
- Impressive Board and senior management team. Committed to investment and training.

THE POSITION

- Key Board member. Responsible for quality, content and timely production of financial and management information.
- Maintain rigorous cash management and control. Advise on financial impact of decisions. Ensure integrity of budgets and forecasts.

Please send full cv, stating salary, ref BI70112, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB



Birmingham 0121 233 4656 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

NBS

Lucas

VARIETY

OPERATIONAL AUDITORS/ MANUFACTURING SYSTEMS ANALYSTS

Package to attract the best

LucasVarity, formed by the merger of Lucas Industries and Varity Corporation in September 1996, designs, manufactures and supplies advanced technology systems, products and services in the world's automotive, diesel engine and aerospace industries.

LucasVarity is one of the top ten automotive components suppliers in the world. In addition, the company is a leading global aerospace supplier and one of the world's foremost diesel engine producers.

As a result of internal promotions the company wishes to recruit a number of high calibre recently qualified accountants (or European and US equivalent) and Manufacturing Systems Analysts. Because the team has a global brief candidates may operate from locations accessible to Detroit, Paris, Hong Kong or Birmingham (UK). Assignments of 2 to 3 weeks duration may be based in any of over 30 countries.

Your role will have an operational focus. In addition to financial risk assignments will examine the key business processes including strategic sourcing and purchasing, and manufacturing and supply chain management. This is clearly a very exciting time to join the team, with the merger creating significant new opportunities.

The ideal candidates will have a strong (Top 6) audit and/or manufacturing systems background. Preference will be given to suitably qualified candidates who demonstrate effective communication skills, and the ability to add value to the total business process. Candidates must be fluent in English; a second language capability (particularly Spanish, French or Mandarin) would be an additional advantage.

LucasVarity Audit has an excellent track record of career development: the people they appoint must have the clear potential to move into line roles within a two year period.

Interested candidates should contact Stephen Stringer or Stephen Randall at Harrison Willis, Grosvenor House, 14 Bennetts Hill, Birmingham B2 5RS, United Kingdom.

Any applications sent direct to LucasVarity will be forwarded to Harrison Willis. E-mail: hwgroupharrisonwillis@hwgroup.co.uk <http://www.hwgroup.co.uk/hwgroupharrisonwillis>

HARRISON WILLIS
UNIVERSITY RECRUITMENT
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CARDIFF • DUBLIN • EDINBURGH • LONDON
MANCHESTER • MIDDLESEX • NOTTINGHAM
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Part of the Harrison Willis Group

- This is a key position in the European office of a fast growing major international trading company, working with their European branch offices.

- Reporting to the Financial and Administration Director and supported by a small team, you will be responsible for Accounting, Taxation, Finance, Foreign Exchange and aspects of Sales Administration.

- You will have a proven record of achievement in your career to date which will include foreign trade and managed currency accounting preferably in a trading company.

- Probably aged 30-40, you will be a commercially minded qualified accountant, analytical and computer literate with strong communication skills, a working knowledge of forex management and cash flow requirement forecasting as well as having previous audit experience.

- A hands-on flexible but responsible approach with an eye for detail will suit the client company culture and the position provides opportunities for further career enhancement during an exciting period of development.

Please forward in absolute confidence full career

and salary details to:

Jim Ranger, 2 Stratford Place, London W1N 9AE

Fax: 01438 861175.

Finance Controller

INTERNATIONAL TRADING

London West End

c.£40,000

plus benefits

European Audit Manager

- Vice President -

Risk based business review

Frankfurt

Our client is a premier global integrated securities house with an excellent reputation in sales and trading, capital markets and investment banking. As part of a new strategy for the European audit function, a high calibre, experienced individual is now required to manage the delivery of an audit and controls service in Frankfurt and continental Europe.

Based in Frankfurt and reporting directly to the Director of European Audit, the individual will be performing an important role as part of the European Audit Management team. They will be working to assess the risks facing the firm's sales, trading, accounting and operational functions as well as reviewing, evaluating and advising on the need for effective internal control.

This is a key appointment requiring strong organisational skills, an inquisitive and tenacious attitude, and a positive, proactive approach to the identification and resolution of business issues.

Candidates should have substantial experience (at least eight years') in either line management or audit within

the securities/financial services industry, or within an accounting firm having specialised in financial services. It is likely that they will be qualified accountants or possess a business or risk management qualification.

The ideal candidate will have a good knowledge of investment banking products and an understanding of technology based control issues and German and US GAAP. Strong communication and relationship building skills are a prerequisite as is the ability to manage a small team. It is essential that the candidate is fluent in both English and German.

Interested candidates should forward their curriculum vitae to Sarah Hunt at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH, telephone +44 1 71 269 2339, fax +44 1 71 405 9649.

Alternatively, they may forward their curriculum vitae to Harold Heil at Michael Page Deutschland, Mainzer Landstrasse 39, 60329 Frankfurt, telephone +49 69 2426 180, fax +49 69 2426 1818.

MP
Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Singapore Sydney

circa DM 250,000

QUANTITATIVE ANALYST - GLOBAL EQUITY DERIVATIVES COMPETITIVE REMUNERATION PACKAGE - LONDON

A quantitative analyst is required for the Global Equity Derivatives desk in London to provide support in terms of risk management and marketing of equity derivative products to a European client base.

The role involves modelling: the creation of mathematical models to simulate equity derivative positions and transactions for the purpose of pricing and hedging using quantitative and numerical methods.

The ideal candidate must have gained a relevant academic qualification (i.e. Mathematics/Physics) to PhD level or equivalent and possess a thorough understanding of stochastic modelling methods through either experience gained as a Quantitative Analyst or specific research undertaken in this field.

Please reply to Box No. A5177 The Financial Times, 1 Southwark Bridge, London SE1 9HZ enclosing a full Curriculum Vitae.

Les Echos

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Toby Finden-Crofts on +44 0171 873 3456

CJA

RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Opportunity to work alongside a highly regarded European Director with prospects of managing funds in 12-18 months

EUROPEAN EQUITIES ASSISTANT FUND MANAGER/ANALYST

CREDIT SUISSE ASSET MANAGEMENT

CITY

Credit Suisse Asset Management has \$30bn of top performing funds under management and their distinct investment style and philosophy combine a wide-ranging analytical approach to economic and market trends with detailed investigation of individual securities. The European regional and country specific funds are consistently ranked in the top quartile and funds under management are growing rapidly. This new position is an exceptional opportunity to join Patricia Maxwell-Amot as a fifth member of her team. We invite applications from numerate candidates with a good degree from a leading university and 1-2 years' investment or research training with a leading institution. IIMR or steps towards it are expected. A second European language, computer literacy and good presentation skills are essential. We seek an individual with high intellectual capacity and meticulous attention to detail. An excellent remuneration package will be negotiable and salary will not be a barrier to recruiting the right individual.

Applications in strict confidence under reference EEA6047/FT to the Managing Director, CJA.

COMPETITIVE PACKAGE

Credit Suisse Asset Management has \$30bn of top performing funds under management and their distinct investment style and philosophy combine a wide-ranging analytical approach to economic and market trends with detailed investigation of individual securities. The European regional and country specific funds are consistently ranked in the top quartile and funds under management are growing rapidly. This new position is an exceptional opportunity to join Patricia Maxwell-Amot as a fifth member of her team. We invite applications from numerate candidates with a good degree from a leading university and 1-2 years' investment or research training with a leading institution. IIMR or steps towards it are expected. A second European language, computer literacy and good presentation skills are essential. We seek an individual with high intellectual capacity and meticulous attention to detail. An excellent remuneration package will be negotiable and salary will not be a barrier to recruiting the right individual.

Applications in strict confidence under reference EEA6047/FT to the Managing Director, CJA.

INTERNATIONAL AUDIT/PROJECTS

Manchester

Competitive Package

A diversified, US multi-national Fortune 250 corporation is seeking to fill a number of high exposure, operational audit positions in its European office located in the Manchester area. Due to recent promotions/rotations of audit professionals into the company's operations, recent growth and acquisitions, the company is looking for top performing audit professionals, at the manager, senior and staff levels.

Opportunities include exposure to the company's business, senior level management and a primary focus on operations in Europe, including participation in strategic special projects. The career track targets rotation into financial management positions within 2 - 3 years. Interested individuals will also be exposed to businesses in the US and Asia.

Ideal candidates will be newly qualified - 5 years post qualified, have professional audit experience within a Big 6 firm and/or a Fortune 500 company. Experience of a manufacturing environment and/or proficiency in a European language are a plus. Expectations include the ability to interact effectively with business leaders, use sound business judgement in the practical application of accounting principles and corporate policies, and the ability to be an effective leader.

Please forward your CV to Benjamin Drake, Douglas Llambias Associates PLC, 10 Bedford Street, London WC2E 9HE. Telephone 0171 420 8000, Fax 0171 379 4820, E-mail: info@llambias.co.uk Web site: <http://www.llambias.co.uk>

DLA

DOUGLAS LLAMBIA'S ASSOCIATES
RECRUITMENT CONSULTANTS

DLA

Head of Finance

London Market Underwriter

City - c.£50,000 + Car

- Our client is a well established and successful aviation market underwriter, with premium income of £100m and employing 35 staff.
- An interesting opportunity has arisen for a Head of Finance to join the management team and manage a small finance function with an emphasis on developing pertinent management information with which to aid the development of the business. An initial key task will be to review the accounting systems, ensuring that best use of IT is made wherever possible.
- Candidates should be computer literate qualified accountants, already operating at a senior level within the ILU/Lloyds market. Key skills sought are strong staff management experience, the commitment to operate at both a hands-on and strategic level, and the ability to communicate easily throughout the company. Experience of implementing IT systems would be useful but is not essential.
- Please send your curriculum vitae, including remuneration, to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference CA0096.

ERNST & YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

West Midlands

C. £35,000 + Significant Bonus Potential

Our client is the European manufacturing operation of a US corporation supplying climate control products to a world-wide customer base. A rapid increase in sales over the recent past, particularly on major contracts to the growing computer, electronics, telecoms and associated industries, is set to climb further. Strong financial management is seen as essential to underpin the envisaged expansion.

Reporting to the Managing Director you will bear sole responsibility for the finance function. Key challenges will be to provide prompt and accurate financial reporting - both locally and to Corporate, improve operational and strategic planning procedures and strengthen internal controls and reporting disciplines, and manage a small accounts team with a "hands-on" approach.

You should be a young qualified accountant with at least five years ppe, IT literate, with previous financial management experience gained within manufacturing organisations. Excellent forecasting, planning, reporting and cost skills are essential. Good communication, team orientation and a meticulous nature are required. Prospects are excellent for a committed individual and the comprehensive remuneration package will be designed to reward success.

Interested applicants should send a full c.v. including current salary and daytime telephone number to Phillip Price ACA or Andrew Guy quoting reference 3116 at Deloitte & Touche, Colmore Gate, 2 Colmore Row, Birmingham B3 2BN.

MANAGEMENT ADVISORY SERVICES

GROUP FINANCE DIRECTOR

FINANCIAL SERVICES

CITY

£FLEXIBLE, INITIAL INDICATOR £75,000

- New pivotal role. Leading provider of insurance services experiencing rapid growth and an expanding international client base. A major success story since its formation in 1995. Core business within a well-regarded group. Young, entrepreneurial and refreshing non-hierarchical culture. Exceptional prospects.
- Highly commercial role designed to strengthen the senior team and provide strong authoritative leadership across all financial management matters. Substantial business development brief including joint ventures, acquisitions and evaluation of strategic options.
- Further key tasks will include refining planning processes, develop business driven controls and systems, and act as an effective sounding board for senior colleagues.

Please apply in writing quoting reference 1340 with full career and salary details to:

Phil Bainbridge
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043

<http://www.gbsel.co.uk/whitehead>

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SELECTION**

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Basingstoke

to £55k + Excellent Benefits Package

FINANCIAL CONTROLLER

European Information Management Solutions

As the rapidly growing UK and European subsidiary of a successful US technology services company, concentrating on the utilities and manufacturing markets, our client specialises in advanced application software products and services. Established 3 years ago in the UK, they are targeting the utilities and manufacturing sectors and have already achieved considerable success in this market, by securing a number of contracts with leading UK utilities companies; as part of clear growth plans, significant contracts have also been won in Europe.

A need has arisen for a Financial Controller to continue the development of the finance function for the UK and European operations. Following the successful implementation of key accounting systems and processes, and the migration of the reporting systems from the US to this autonomous subsidiary, the immediate task will be the continued development and roll out of the finance function and the establishment of a management information system. As a key member of the management team, you will take full responsibility for all aspects of the finance function including financial accounting, management reporting, planning, forecasting and budgeting.

GOODMAN GRAHAM

SERVING THE INFORMATION INDUSTRIES

and you will liaise extensively with the US. Reporting to the European Managing Director and also into the US, you will provide strong financial guidance and take an active role in contributing to the strategic direction of this young, sales and service driven organisation.

A qualified accountant with experience of US GAPP work, you are likely to have worked in a complex project environment, holding accountability and responsibility for the full financial administration function and a small team. With a strong business orientation, ideally to include an exposure to general IT, you will be ambitious, entrepreneurial in approach and comfortable in a client-facing role.

If you are interested in this opportunity to manage and refine the finance function in a dynamic and team-oriented environment, then please fax or send your CV, quoting reference number 623701A, salary details and a daytime telephone number to the advising consultants, Goodman Graham & Associates, 8 Beaumont Gate, Shenley Hill, Radlett, Herts WD7 7AR. Fax: 01923 854791. Email: GGA@goodman-graham.co.uk

STRUCTURE
DEBT DE

APPOINTMENTS WANTED

PARTNERS

ENTREPRENEURIAL SERVICES

 **ERNST & YOUNG**

£100,000 upwards

Ernst & Young have a national commitment to expand their already successful Entrepreneurial Services Practice, providing broadly-based business advice to independent companies with turnover from £5 million to £50 million and beyond.

Direct entry partnership and top remuneration are available for outstanding senior managers or partners from a Top 20 firm who can demonstrate the necessary skill base and business development flair. The positions are also particularly attractive for those seeking a return to the profession after a period in the corporate sector.

You will be a graduate Chartered Accountant with a strong grounding in audit as well as general advisory and corporate finance experience. Powerful personal presence, leadership and communication skills are essential.

Ernst & Young offer the opportunity of full and rapid career development in this significant area of the practice.

Please write in confidence, with a CV and remuneration details, to Criterion Search, 50 Regent Street, London W1R 6LP, quoting ref: 1066. Tel: 0171-470 7108. Fax: 0171-470 7114.

**CRITERION
SEARCH**
PART OF THE CURZON PARTNERSHIP

London and Regions

Monte Carlo - Excellent package

operate as part of a small but highly professional and successful team. This role is best suited to someone who excels in an entrepreneurial and fast-moving environment. It will be a well rewarded, challenging position requiring a high degree of dedication and commitment.

To be considered for this position please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Paul Modley, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference PM0087a. Fax: 0171-931 1022 or e-mail: pmodley@cc.ernst.co.uk

 **ERNST & YOUNG**

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

Financial Controller

Private Investment Group

■ Our client is a Monte Carlo based private investment group, managing assets across a wide range of classes and geographical locations, with particular emphasis on global markets. The group is expanding its base of worldwide investments and is seeking to recruit a qualified Accountant to assist with this expansion.

■ Reporting to the Finance Director, this diverse role will provide you with finance, accounting, company secretarial, administration and personnel responsibilities. Key objectives will include monitoring of group financial resources, analysis of investment projects, group accounting, systems development, legal compliance and managing employment issues of local staff.

■ A computer literate, qualified accountant, with strong numerate and analytical skills, you will have several years post qualification experience and speak French fluently. Enthusiasm, discipline and strong interpersonal and communication skills are necessary to

Head of Group Taxation

Salary: £ negotiable + car + benefits

Gloucester

An exciting opportunity currently exists for a Head of Group Taxation, who will report to the Finance Director. In this role you will:

- assume total responsibility for the Group's taxation affairs
- add value by providing a commercially focused and 'approachable' tax consultancy service to the Group and its products
- lead and develop the existing in-house tax team

To meet the challenges of this high profile role, Lincoln seeks a qualified accountant with at least 8 years' taxation experience gained in the insurance industry and/or a 'Big 6' firm. Specific exposure to Life taxation is essential, ideally with an appreciation of US reporting requirements. If you fit this profile, and genuinely possess the management skills and personality to lead a tax department, then Lincoln can offer you an excellent opportunity for career development - with the added advantages of a superb rural location.

In the UK, Lincoln is a major provider of pensions, life assurance and unit trusts with a commitment to provide unparalleled customer service. We have achieved a substantial rate of growth, complemented in recent years by a number of important acquisitions. On behalf of our clients, we now manage funds in excess of £4 billion.

BREWER + MORRIS
TAXATION RECRUITMENT SPECIALISTS

Contact:
Matthew Phelps
on 0171 415 2800

or write to:
Brewer Morris
179 Queen Victoria Street
London
EC4V 4DD
Fax: 0171 463 0740
Evenings and weekends
0181 670 3008

 **Lincoln**
Simply a better way to grow

STRUCTURED FINANCE DEBT DERIVATIVES

CITY

Our client, a top flight US investment bank and a global leader in the debt derivatives business is seeking an experienced derivatives professional for a product orientated role controlling activities relating to: Asset Swaps, Convertible Bond Arbitrage, Asset-backed Securities, Tax Arbitrage, New Issues, Project Finance, Securitisation.

The Position

- Extensive technical interaction with the front office.
- Commenting on and reporting performance results to product heads.
- Developing and enhancing the control function; involvement in systems implementation and project work
- Managing a small team.

We would welcome applications from exceptional ACAs with less experience for non managerial positions within the group.

Contact Tabassum Ahmad at Rizwan Nash Ltd, 45 Beech St, London EC2Y 8AD; Tel: 0171 628 5222, Fax: 0171 628 6270.

MIDLANDS OPPORTUNITIES

Divisional FC £100K + car
Blue Chip FMCG. Good communicator.
Up to 5 years PQE.
Ref. F1D

Financial Controller £150K + car
Strong focus on controls and efficient use
of resources. Up to 5 years PQE.
Ref. F1E

Group Treasurer £150K + car
Strong cash management skills required.
Must be "hands on". ACT Qual.
Ref. F1F

Operational Controller £150K + car
Strong commercial/working capital skills
FMCG. Up to 5 years PQE.
Ref. F1G

Fin Controller - Dubai £150K + base
Midland Group.
Would suit ACA 2 years PQE.
Ref. F1H

Cost & Op. Analyst, quoting reference, to
Peter Scammon at Nicholas Andrews,
125 Colmore Row, Birmingham B3 3AP
Fax: 0121 256 5300

NICHOLAS ANDREWS
& Associates

APPOINTMENTS WANTED

**GERMAN
QUALIFIED ACCOUNTANT
INTERNATIONAL EXPERIENCE**
Fluent in English, good French.
Seeks short/longterm contract
Europe or elsewhere.
Tel: +49-761-4504257
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APPOINTMENTS ADVERTISING

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Project Co-ordination Unit
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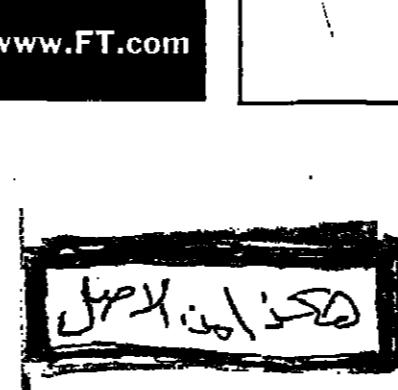
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Death of soldier brings Irish Republic's politicians together in condemning Sinn Féin

Clinton condemns 'cowardly' shooting

By John Murray Brown
in Dublin

The killing of a British soldier in Northern Ireland on Wednesday was a "cowardly crime," President Bill Clinton said in a statement issued by the White House last night. "All those who care about the future of Northern Ireland must join in condemning this crime," he added, extending sympathy to the soldier's family and "the British government and people."

Earlier, the government and opposition parties in the Republic of Ireland joined in condemning Sinn Féin, the political wing of the Irish Republican Army. Leading figures united in the Dail, the lower house of the country's parliament, in condemning the incident.

Mr John Bruton, the prime

minister, said the shooting was "an expression of something we wish to eradicate from our society - the use of violence to achieve political ends."

Mr Bertie Ahern, the leader of Fianna Fáil, the largest opposition party, said the killing had "further endangered peace on this island". It was long past the time for Sinn Féin to show political leadership and "declare whether they are seriously interested in a peaceful settlement, and are even going to play a useful part in the talks that are ongoing."

Lance Bombardier Stephan Restorick, aged 23, of the 3rd Regiment, Royal Horse Artillery, was shot two days before the arrival in Northern Ireland of a high level US congressional delegation. Nobody has admitted responsi-

bility for the killing, but it is assumed by security forces to have been carried out by the IRA.

Lance Bombardier Restorick's parents, who live in England, appealed yesterday to anti-republican "loyalists" in Northern Ireland not to unleash sectarian violence in retaliation for their son's death. "We would urge the loyalists not to retaliate," said Mr John Restorick, his father. "We wouldn't want any family to go through what we're going through at the moment."

The US delegation to Northern Ireland is being led by Mr Ben Gilman, chairman of the International Affairs Committee of the House of Representatives. He is expected to meet Sir Patrick Mayhew, chief minister for Northern Ireland in the British government, as



A British soldier on patrol yesterday near the Northern Ireland checkpoint at which a soldier died on Wednesday from a single shot in the back fired by a sniper

well as leaders of the main parties in the region.

In a flurry of diplomatic activity, Mrs Madeleine Albright, the US secretary of state, is to visit London on Tuesday. UK officials say she had originally requested

a meeting with Sir Patrick which had to be cancelled because of "scheduling difficulties." Speaking on BBC radio yesterday, Sir Patrick denied suggestions this was a deliberate snub from the US. However, it comes amid

renewed speculation about the future of Northern Ireland policy amid reports that President Clinton is poised to recall Mrs Jean Kennedy Smith, the US ambassador in the Republic of Ireland.

UK NEWS DIGEST

HK to extend visa regulation

Rules allowing British citizens to work in Hong Kong without visas are to be dropped in April, the territory's government announced yesterday. Britons will then be covered by the same rules as other foreign nationals.

Ms Regina Ip, director of immigration, said the reforms were being announced now to clarify procedures ahead of July's return of the territory, still a British colony, to Chinese sovereignty. She said British citizens and their employers had sought early resolution of the issue.

Ms Margaret Ng, legal representative in the territory's legislature, accused the government of rushing the arrangements through. "It is a matter of changing people's rights," she said. "You should give the Legislative Council the full required time to deliberate the policies."

The British Chamber of Commerce described the planned changes as broadly fair. British citizens who have lived in Hong Kong for more than seven years will have the right to unconditional stay, while those now in the territory under a set limit need not apply for visas until the limit expires.

John Riddick, Hong Kong

■ THE ECONOMY

Inflation measure stable at 3.1%

The government's measure of underlying inflation - which excludes home loan interest payments - was 3.1 per cent last month, unchanged from December, the Office for National Statistics said yesterday. The government's long-term target is 2.5 per cent.

Rising house, food and motoring costs outweighed record falls in clothing and household goods prices. The headline rate of inflation, which includes interest payments on loans for buying homes, rose to 2.8 per cent in January, its highest level for a year. The figures came only a day after the Bank of England, the UK central bank, warned that a modest rise in interest rates was needed if the government was to meet its inflation target.

The ONS said the latest data showed the effects of aggressive discounting between shops. The price of clothing and footwear fell by 5.8 per cent between December and January, the biggest drop since records began in 1947. Household goods prices such as furnishings and electrical appliances fell 3.6 per cent in January, the largest decline since 1986.

Richard Adams, London

■ TOURISM SURVEY

Wales wins more visitors

A quarter of visitors staying in Wales during last year's peak summer season were from outside the UK, according to a survey for the Wales Tourist Board.

Although Wales lags far behind Scotland in attracting tourists, the board believes that government figures have underestimated the number who visit the region. The WTB survey estimates that there were 700,000 visitors from outside the UK during July and August, who spent £175m (£225.25m).

The US and Canada were the most important countries of origin, followed by Germany, Australia, New Zealand and the Netherlands. The Office for National Statistics calculates that there were 736,000 tourists from outside the UK to Wales in the whole of 1996 - the most recent year for which figures are available - and that they spent £203m. Since 1992, when the WTB was given powers to market Wales outside the UK, spending by non-UK holidaymakers in Wales is believed to have grown by 52 per cent.

Roland Adurham, Cardiff

■ CAPTIVE INSURANCE

African companies join register

Among 40 organisations to establish captive insurance companies in Guernsey - one of the channel islands between Britain and France - during 1996 were four from parent companies in South Africa. The island has specialised in this area for some years and continues to attract new business from around the globe.

The Post Office, British Energy, the National Express Group and the Britannia Building Society were among the UK organisations to register.

With 12 companies surrendering their licences during 1996, the net increase was 28, bringing the total number of offshore insurance registrations to 385 (324 captive and 11 offshore life). Mr Steve Butterworth, the island's superintendent of insurance, stressed that the surrenders were mainly due to mergers and acquisitions of the captive parents and that none was closed down because of financial difficulties.

Philip Jeune, Jersey

■ LONDON UNDERGROUND RAILWAY

Board agrees spending cuts

Spending cuts in the state-owned London Underground railway are believed to have been agreed by its board yesterday in the wake of a three-year government funding cut of £700m (£1.1bn).

Last month the board proposed delaying a number of schemes, including a £100m refurbishment of District Line trains and the £100m upgrading of the Northern Line. The cuts will be outlined by London Underground chiefs next week at a meeting of the House of Commons transport committee.

A government announcement on privatisation of the network is expected before the general election to be held in the next three months.

George Parker, Westminster

■ INTERNET CENSORSHIP

Pornography study launched

The European Parliament has awarded Smith System Engineering a contract to investigate the technical feasibility of jamming or censoring pornography and racism on the Internet and other systems.

Working with legal and social policy experts, the engineering consultants will produce a study which will be used as a briefing document for members of the parliament (MEPs) and is expected to be used as the basis of future policy.

Concerns about abuse of the Internet, particularly by paedophiles, have been growing. A recent study based on one sample of Internet traffic using a European search system showed that 47% of queries logged by the indexing system were related to pornographic material.

Paul Taylor, London

Opposition to ease takeover reform

By Robert Rice,
and Stefan Wagstyl

The opposition Labour party is poised to abandon one of its most controversial proposals for competition policy reform amid concerns it might lose votes from the business community.

The proposal to make companies prove that planned takeovers are in the public interest is set to be dropped after a review ordered by Mr Tony Blair, the party leader.

The review team of Lord Borrie, former director-general of the Office of Fair Trading; Mr Bryan Sander-son, managing director of BP Chemicals; and Mr John Vickers, professor of political economy at Oxford Uni-

versity; is expected to deliver its verdict by the end of the month.

Lord Borrie, however, has made clear he is opposed to the reform. Mrs Margaret Beckett, shadow trade and industry secretary, has expressed doubts. Mrs Beckett said there were arguments for making companies show that mergers were in the public interest, but it might prove difficult in practice.

The idea was opposed by the Commission on Public Policy and British Business, the group of business people set up by the left-leaning Institute of Public Policy Research to review UK economic policy. Lord Borrie said he could see no point in that.

The review team is expected to kill ideas of merging the MMC and the Office of Fair Trading. Labour had been in favour of creating a super competition regulator but appeared to change its mind in recent months.

Lord Borrie said the distinct roles of the MMC and OFT were worth preserving. The aim should be "maximise practical co-operation [between the two] so that business is not mucked around".

Labour's windfall tax would apply to all privatised utilities whose business is licenced and regulated by statute.

This means that British Telecommunications, the British Airports Authority,

Associated British Ports, Railtrack and British Gas would all be liable, but British Airways will be excluded, in spite of widespread speculation that it would pay the tax.

The disclosure will come as a shock to many of the UK's biggest companies, which have been assuming that the levy would be focused primarily on electricity and water businesses.

Ms Clare Spottiswoode, the gas industry regulator, says she does not believe that a windfall profits tax should apply to British Gas if her price controls affecting the business are adopted.

Editorial Comment, Page 11
Lex, Page 18

US deal on state agency is attacked

By David Wighton,
Political Correspondent

The government yesterday sparked fierce criticism by announcing the sale of its banking arm to EDS, the US-owned company that has already taken over large parts of the government's computer operations.

Labour, the main opposition party, accused the government of rushing through the privatisation of the Paymaster agency to complete the disposal before the general election.

Mr Derek Foster, a senior Labour MP who holds the title of shadow chancellor of the Duchy of Lancaster, said: "This sale has been rushed through by a desperate, last-ditch government concerned only with raising a quick buck."

Labour pointed out that the government had not followed the usual procedure of announcing a preferred bidder but had gone straight to signing a conditional sale for £22.7m (£37.3m).

Labour also expressed concern about the choice of purchaser. "It is highly disturbing to learn that the government's vital banking arm has been sold to a firm with no banking experience whatsoever," said Mr Foster.

The agency, formerly called the Paymaster General's Office, consists of a pensions arm, and a banking operation which handles £200bn of government transactions.

To buy the agency, EDS is forming a joint venture with Hogg Robinson, a leading Midlands by-pass London before joining the Channel tunnel route to France.

Minister intervenes in tax dispute

By James Blits
and Jim Kelly

Mr Kenneth Clarke, the chief finance minister, yesterday announced he would review plans to strengthen the powers of Customs & Excise to collect unpaid tax following protests from the British Bankers' Association.

"Where concerns are being expressed on this issue, we will consider the matter very carefully," he said in the House of Commons.

Mr Clarke said he had

been alerted to the BBA's concerns over the new powers, which are contained in the finance bill, by an article in the Financial Times this week.

Mr John Thirlwell, assistant director of the BBA, said later that the government had offered "substantial concessions" over the new powers. "We are delighted," he said.

The additional powers would have allowed Customs to recover unpaid tax by taking action against anyone owing money to a

defaulting taxpayer. The BBA was concerned that the rules would be used to demand payments from banks. In particular, banks fear Customs could target accounts in credit, leaving the bank with those in debt.

It was also concerned that it gave Customs new powers without any powers to the courts.

The Treasury has also defended the measure, saying it would extend an existing principle of Scottish law. However the Scottish procedure does require the approval of the courts.

The Treasury has also defended the measure, saying it would extend an existing principle of Scottish law. However the Scottish procedure does require the approval of the courts.

Labour's programme includes:

● A ban on all forms of anti-personnel land mines and an immediate moratorium on their use.

● Stricter monitoring of end-user certificates to prevent arms reaching third countries by stealth.

● Measures to prevent UK companies from manufacturing, selling or procuring equipment such as electric shock batons used primarily for torture, as well as work towards a global ban.

● Work towards introduction of a European code of conduct setting higher standards for all EU member states.

● An annual register of arms sales setting out the state of controls and their application. It will list the total value of defence exports to each country, giving details of licences granted and refused. House of Commons committees on defence, trade and industry and foreign affairs will examine the report. Efforts would be made to establish a similar register for the European Union.

Sir Richard concluded last February that ministers and officials had misled parliament over arms exports and that controls of weapons sales in the 1980s had been inadequate. No minister resigned after the report was debated.

The Foreign Office said yesterday that the Labour proposals were similar to existing guidelines. It also made clear the government was working for an international ban on landmines and had begun the destruction of up to half its stockpile.



The scheme is backed by a consortium called Focal - Freight Operators' Commercial Access Link - which hopes to apply for planning permission in May.

The consortium's members are understood to include ICF Kaiser, a US engineering company, a large rail equipment manufacturer, a property developer and a cargo handling and distribution group.

English Welsh & Scottish Railway, the US-owned

freight operator, said: "This plan fits in with our desire to have a terminal in a strategic position to the west of London." EWS is also keen to find a rail terminal close to the M25 to the east of London, near Thurrock.

There are small existing rail terminals in the London area but these are on cramped sites with no room for the storage and manufacturing activities required to make them commercially viable.

The area proposed for the Heathrow terminal is mainly former industrial land at Colnbrook to the west of the airport. It is on a small freight line which provides an eastward connection with the main London-Bristol line. A connection to the west would be

If planning approvals are obtained, work on the site could begin next year and the first train could run in 1999. Mr Rod Hilditch, a consultant and main promoter of the scheme, said.

English Welsh & Scottish Railway, the US-owned

Investors reassured over downturns in junior market

Many companies' reports this year are below expectations, but fund managers remain sanguine about future of Aim

There may not seem much to connect recent profit warnings from a veterinary supplier, a CD-Rom producer, a software group and a television rights company.

However, all are listed on the Alternative Investment Market, and they have been joined by disappointing results from several other Aim companies. This has worried a number of investors.

This reporting season will highlight how many have fulfilled the promises contained in their prospectuses. Aim has less stringent entry requirements than the main market, and prospectus

statements are often seen as a key investment criterion.

"With many Aim companies there is very little else to go on, so inevitably there have been quite a few disappointed investors in recent weeks," said one Aim adviser. "But investors have to make up their own minds if they are willing to believe a prospectus story and pay the price asked."

However, some Aim investors have been surprised by the warnings and disappointments because the market has an element of high risk.

Ivory & Sime, which runs one of the biggest Aim investment trusts, says the results are simply a reflection of the market. "There is no doubt that these are disappointing results, and there are individual reasons for those. But generically, for companies at this stage of development capital growth, some will inevitably exceed and some disappoint."

Mr Andrew Buchanan, a fund manager at Rutherford Asset Management, agrees: "Both profit warnings and profit successes are part of the maturing of a market providing development

capital for growing companies." He notes that recent weeks have also contained impressive results from Fitness First, Majestic Wine, Thittard and Surrey Free Inns.

Orchestral discord in the US

Andrew Clark explains why there have been a rash of strikes this season

Wednesday's concert in Davies Hall, marking the end of the San Francisco Symphony Orchestra's 67-day strike, was understandably euphoric. Although the musicians gave some free concerts to boost morale during the strike, they had not come face-to-face with their music director, Michael Tilson Thomas, or their regular audiences since December 5. A total of 48 concerts had been cancelled. So their performance of Bach's *Magical* and Stravinsky's *Persephone* had a special resonance.

Behind the public display of reconciliation, management and players have no illusions about the damage caused by the stoppage. It not only marred Tilson Thomas's second season in San Francisco and disrupted the orchestra's recording programme; it also sullied its international reputation - the musicians publicised their grievances during last November's European tour - and will almost certainly have dented its subscriber base.

The current season has seen a rash of such disputes. The Philadelphia Orchestra's strike lasted nine weeks, and orchestras at Atlanta and Portland, Oregon,

also had prolonged stoppages. Managements across the country are now preparing for the next round of confrontation: most US orchestra contracts run for three years, which means roughly a third come up for renegotiation every March.

In the view of some commentators, the strikes are symptomatic of a crisis in classical music. The New York Times recently bemoaned "the loss of a golden age", and blamed the dismantling of public music education in the US, the increasing dominance of popular culture and the American urge to democratise the arts. "We have created an overabundance of orchestras and concerts," it said. "The world of art music [is] unable any longer to make a case for itself."

While this view has wide credibility, no one has produced hard evidence to support it. It is easy to forget that strikes have long been endemic in US orchestral life: the early 1980s were particularly tough. Recent years have seen a lull, so the latest wave

was bound to look bad. There was no obvious linkage between the disputes. The key issue in San Francisco was concert scheduling; in Philadelphia it was recording payments, in Atlanta job tenure and the size of the orchestra.

What the strikes prove is that managements are finally putting a lid on musicians' expectations of unbridled growth in pay and benefits - expectations that were fuelled by the boom years of the 1980s and early 1990s. Chastened by a harsher economic climate, which has seen a squeeze on all US arts organisations, orchestras are having their biggest shake-out in years. Managements are getting tough, holding back on budgets and working out a business solution to their problems. The clearest evidence for this is the reduction of deficits.

In the 1989-90 season, 28 American orchestras reported a loss, and the average balance of the top 60 was minus \$30,000 (£16,750). By the 1995-6 season, the number of orchestras report-

ing a net deficit had fallen to 25, and the average balance showed a surplus of \$250,000. Across the same period, the number of orchestras with deficits over \$500,000 fell by a third, and the average assets carried forward from season to season swung from minus \$630,000 to plus \$770,000.

These figures, compiled by the American Symphony Orchestra League (ASOL), suggest a sea-change in the way US orchestras are run. The 1980s were a time of spending and growing, unrelated to available resources. Many orchestras thought the boom would continue for ever, and their ballooning salary packages reflected this. The San Francisco Symphony, for example, enjoyed annual pay increases of up to 10 per cent; across the leading American orchestras, labour settlements were running at two-and-a-half times the rate of inflation. Managements found them-

selves committed to contracts they could not fund - and the deficits grew. San Francisco's now stands at \$3m.

In the 1980s, many of us thought that if we had the resources to pay more, we should," says Peter Pastreich, executive director of the San Francisco Symphony, "because musicians were generally underpaid. Today there is not the same moral pressure for higher pay. By 1995-6, the average salary in this orchestra had reached \$95,000. Managers of the top orchestras are no longer afraid their musicians will run elsewhere to get more pay."

The reason for lower pay settlements is not falling box-office returns: the San Francisco Symphony gives 200 concerts a year and still manages a 93 per cent average capacity. The real squeeze has come from federal cutbacks, and their knock-on impact on corporate and private giving. The San Francisco Symphony's current grant from the National Endowment for the

Arts and the California State Arts Council is half what it was in 1992. In a \$34m budget, a drop of \$400,000 may be small, but it still represents a net loss which, with inflation, is to be made good.

"It's a tougher climate," says Melinda Whiting of ASOL. "Orchestras now find themselves competing against charities and social programmes for the philanthropic dollar. They know that if they continue certain spending habits, they may not survive the next 20 years. That's why they are putting a cap on spending and trying to increase capital endowments. The fact that the orchestra has woken up is good news."

The Atlanta Symphony finally settled for a modest 2 per cent annual increase. San Francisco for 3.6 per cent. The San Francisco musicians won improvements in healthcare and pensions; the management secured a long-sought-after increase in Sunday concerts and an extra tour week.

American orchestras are learning that the ultimate test of their viability lies not in the detail of a strike settlement, but in the value their communities place on them. In each of the recent disputes, orchestra boards - as the embodiment of those communities - were prepared to sit through a long strike to ensure the orchestra did not outstrip its resources.

So are American orchestras in terminal decline? Not exactly. Orchestras as disparate as the Cleveland, with a \$25m budget, and the Nashville Symphony, with a turnover of \$5m, are reporting a rise in donations and attendances. Most of the small-town orchestras which folded in the early 1990s have sprung back to life.

The perception that classical music is facing a crisis of support is not entirely accurate," says Tom Morris, executive director of the Cleveland Orchestra. "There's no doubt that the environment for the performing arts is changing, and this produces feelings of unease. Our policy is to commit ourselves to what we do best - an enlightened and eclectic repertoire, performed to the highest standard. We see that as the road to success in an increasingly competitive market-place."

Opera in Berlin/Paul Moor

Bible-bashing country

American literature

is familiar with the

bigoted clerical hypocrite:

Sinclair Lewis named him Elmer

Gantry. In real life, as Jim

Balkner or Jimmie Swaggart,

he has repeatedly ended up

behind bars. And in Carlisle

Floyd's 100 per cent Ameri-

can opera *Susannah*, which

has just received its German

premiere at the Deutsche

Oper in Berlin, the heroine

falls prey to a similar divine

Olin Blitch.

When Erich Leinsdorf con-

ducted *Susannah* at the New

York City Opera in 1955 (a

year after its premiere in

Florida), it was acclaimed as

"the most impressive opera

to have been written in

America since *Porgy and Bess*". Floyd's musical style

rests foursquare on funda-

mental harmonies, introducing

mild dissonances only in

scenes of violence. Espe-

cially in the hymnal sec-

tions, one hears echoes of

those old church modes

brought over from Elizabeth-

an England.

Born in 1926 in South Car-

olina of a Methodist minister

father, Floyd based his

valley's

fundamentalist

Christians

calculate

success

by the

number of

total-im-

ersion

baptisms -

runs

down

the

middle

of the

stage;

upstage,

ready-made

but never

ignited,

waits a

potential

with's

pyre.

Drew may have come a cropper at Covent Garden and in the US in the 1980s, but in *Susannah* his work is as effective as his three brilliantly rollicking Mozart productions in Leipzig. The Swiss conductor Marie-Jeanne Dufour - who, in Meiningen, has become Germany's first female *Generalmusikdirektor* - conducts a tight orchestral ship.

Karen Armstrong, Dean Peterson and Stefano Albergi stand out in an evening generally reinforcing Anatole France's sardonic observation that religion has done love a great service by making it a sin. Only Donna Perelli's dancers, trying valiantly to cope with American barn-dance steps, seem merely dutiful.

Thomas Gruber's arresting unit-set clusters seven big television monitors on high masts, with one constantly shifting eye filling each screen: nothing in Hope Valley goes undetected by anybody. The creek - where the

Blows throughout - and it

bore me to sobs. Not so the

Oxford audience, who

greeted it with roars of

delight and those curious

Bantu shrillings which now

seem part of public approba-

tion at dance performances.

It was doubtless the proper reaction - your critic wrong again - to a piece about whose emotional credentials (if not choreographic verve) there can be no doubts.

The programme also included Bruce's Rolling Stones romp, *Rooster*, and Kim Brandstrup's *Edolot*. This looks as intriguing as ever - dream-illusion giving way to waking disillusion - with score (Kim Helwig, atmospheric and dramatic) and dance perfectly attuned. Serious stuff.

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Clement Crisp

Kenneth Cranham, Melanie Hill and Mark Lewis Jones in Peter Gill's new play set in a housing estate, 'Cardiff East'

Alastair Muir

Theatre/David Murray

Fragmented Welsh lives

Peter Gill is a director with a distinguished track-record, but he is also a playwright. Fourteen parts, indeed, in *Cardiff East*, his new play at the Cottesloe: all played with searching sympathy, under Gill's own direction.

They all live on a housing estate in that place, which is Gill's home-town - most of them long-term, and many of them related to each other. We watch and listen to them in telling fragments, through 24 hours. The actors rarely leave the stage, but merely retreat to sit at the back when not needed. Though naturalism reigns in their dialogues, the staging is minimal: a fine, sad, panoramic backdrop by Alison Chaffey, but otherwise just intermittent furniture - a bed and a few wooden chairs, with changes of light (sensitively devised by Andy Phillips) to indicate new scenes.

There is no plot, nor any overripe Welshery. We simply discover these people little by little, through snapshots, brief monologues and longer scenes, often dovetailed together. Theatrically speaking there is a sort of "plot", in the sense of something which continually teases our attention: it takes a long time to work out who is related to whom, and how, and exactly what difference that might make. The cast-list in the programme-book is seriously confusing - but that is equally part of the plot.

The first (longer) half of the play is a steady flow of instant portraits and linked dramatic vignettes: a kind of "symphony", as the term was used by popular *avant-garde* filmmakers between the wars. Again the milieu includes people who live from part-time work to none at all, going steadily under and meekly off their heads.

As scene melts into scene, one's

appetite for knowing more and more about these people is constantly whetted, even for the ones who would avoid in real life. Gill picks no crisis-points to show them off, but his scrupulous writing ensures that his actors can inhabit their roles completely. Without flashy dramatics, each and every one of them rings true and resonates further.

The second half is dodgier, though we maintain a loyal interest. Merely to extend the "symphony" might be disappointing, so Gill branches out: we get a multiple scene where all the characters pursue their chosen entertainments at different venues; there is a dramatic Big Event: the two leading boys progress from a spot of mutual masturbation in Act 1 to real adolescent passion, and we learn a bit more - tantalisingly, not enough - about their involvement in

the death of a friend, which we know has wrecked his parents' lives. Though Gill-the-director has staged all that with perfect tact, Gill-the-playwright has freighted it dangerously. Besides the sudden surge of theatrical intensity, his ex-priest Michael (Kenneth Cranham in uncommonly benevolent mode), a tower of quiet strength in Act 1, becomes sententious with his auto-biographical reflections, pernicious political diggs and proud Cardiff historicising.

Why was this rich but provisional

script already in print (Faber & Faber) when *Cardiff East* opened?

Though Gill's characters are beauti-

fully and penetratingly imagined,

COMMENT & ANALYSIS



Philip Stephens

Political economy

If the Bank of England wants greater independence from the politicians, it must learn to behave more sagely

The Bank of England is at risk of making a fool of itself. It reckons Kenneth Clarke is not being respectful of economics. But the manner of its dispute with the chancellor has exposed a certain naivety.

This matters more than just for the moment. The Bank has struck a deal with Gordon Brown, the shadow chancellor, which would put it on the path to independence in the event of a Labour victory at the general election. The agreement will stick, though, only if it learns more of the business of politics.

In the Bank's view, grubby electioneering has got in the way of the interest rate rise needed to prevent the economy from overheating. Kenneth Clarke has conveniently put to one side his own maxim that good economics and good politics are indivisible.

At three consecutive meetings Eddie George, the Bank governor, has called for a small increase in borrowing costs. Each time the chancellor has said no. What started as a minor squall has somehow blown up into a nasty storm.

The dispute has confirmed that the present arrangements have outlived their usefulness. Whatever its colour, the next government will have to reshape the process. But recent events have also raised a question over the Bank's capacity to take a sufficiently rounded view of the economy to earn the autonomy it craves.

The best central bankers are uncompromising in their rhetorical commitment to sound money, but pragmatic in deed. There is more to economic management than squeezing out inflation. As Mr Clarke will remark in kindred moments, any fool can prevent prices from rising by driving the economy into the ground. Democratic governments must be as concerned that

the economy grows at its potential as to foster price stability. It is a balance well struck by Alan Greenspan at the US Federal Reserve.

The Bank, of course, does not have the room for manoeuvre that comes with independence. But its anti-inflation zeal is beginning to sound obsessive. Its clarion calls are disproportionate to the size of the interest rate increase it seeks.

On the issue of whether rates should rise by 1/4 percentage point from the present 6 per cent, the Bank has a case. Its inflation forecast for two years hence shows prices rising at closer to 3 per cent than the Treasury's target of 2.5 per cent.

There are plenty of signs of robust growth in the real economy. The Bank is worried too about Mr Clarke's sometimes cavalier attitude.

He was unwise recently to liken the inflation target to a rather looser aspiration to lower taxes. Yet in seeking so small an interest rate rise, Mr George implicitly admits the inflation warning light is an amber rather than red. His advice falls well inside the usual margins of error in economic forecasting.

The Bank is stubbornly reluctant to acknowledge a significant impact from sterling's appreciation. Beyond a one-off fall in the price

The Bank's anti-inflation zeal is beginning to sound obsessive, its clarion calls disproportionate to the size of the interest rate increase it seeks

level, it expects only a small deflationary impulse from sterling's 16 per cent rise since last summer. Five years ago the pound was the centrepiece of official policy. Now it is irrelevant.

Membership of the European exchange rate mechanism is forbidden history. Thus Mervyn King, the Bank's chief economist, dismisses as nonsense the notion of a rough equivalence between the appreciation in the exchange rate and increases in interest rates. Explaining the inflation forecast, he remarked that ready reckoner which purported to measure such a relationship were for those who had forgotten their first-year economics.

I fear that I was the subject of his admonition. But perhaps it was unfair to retort that I had first heard mention of these ready reckoner during visits to the Bank. Mr George would allude to them when he presented the Bank's Quarterly Bulletin during the late 1980s. So I look forward to joining the governor in Mr King's classroom.

I happen to agree that sterling's rise is unsustainable. The higher it goes, the more rapid will be the eventual fall. But in taking up interest rates the Bank has contributed to the appreciation. It also seems indifferent to the permanent damage an overvalued pound is inflicting on industry.

To be fair, Mr George does give speeches putting the goal of low inflation in the context of sustaining the economy. But overall the message remains too narrowly focused on the inflation mission. I do not recall a single mention from Mr King of the importance of sustaining output.

Perhaps the Bank is already looking beyond the election. After initial doubts, it is said to have agreed that if Labour forms the next government, it would move swiftly to set

up a new monetary policy committee to formulate its monthly interest rate recommendations.

The deal was clinched at a meeting between Mr George and Mr Brown. Several independent experts would join the relevant Bank officials on the new committee. These outsiders would formally be appointed by the Bank but on the basis of close consultation with (and, perhaps, recommendations from) the new chancellor. The change would democratise and depersonalise the Bank's advice.

There would be other immediate changes to restore credibility to the monthly discussions between chancellor and governor. The dates, for example, would be announced long in advance, and the outcome relayed to the markets immediately after each meeting.

For the Bank this would be an important step on the road to operational independence. The deliberations of the monetary committee would initially remain secret. But the presumption would be that, once the Treasury conceded control of interest rates, the ministers would be published.

This offer of independence is conditional, however. Mr Brown wants to be convinced that the Bank is ready to widen its horizons. He intends to reaffirm the 2.5 per cent inflation target, but the monetary committee would be expected to operate within a range of 1 per cent to 4 per cent. Its new remit would be to avoid deflation as well as to contain inflation.

There is a bigger challenge. The autonomy of the Bank's cousins in the US, Germany and elsewhere is founded on popular consent. Mr George needs a comparable constituency in the country. Without this political legitimacy, the prize of independence will be lost before it is won.

LETTERS TO THE EDITOR

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Wide impact of currency shifts

From Mr Piero Sierra

Sir, Peter Martin (Global Investor, February 10) touches on an essential point in underlining the apparently erratic influence of currency fluctuations on globalised companies.

Foreign exchange movements and trends have a wide variety of consequences on multinationals. It is incorrect to assume the existence of simple relationships between the meanderings of a single national currency and shareholder value.

Exchange rates have different impacts on:

• Consolidated results, according to the basket of profit or loss contributions by local subsidiaries.

• Consolidated results, through positive or negative effects of local currency fluctuations on the overall business environment in single countries.

• Consolidated balance sheet assets, according to the basket of local net assets.

• Consolidated results, netting of currency exposure on trading and financing items.

Piero Sierra,
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Culture that hinders democracy

From Mr George Schopflin

Sir, Your leader "Balkan cheer" (February 6) is persuasive in rejecting crude cultural determinism, but it overstates its case by discarding cultural explanations entirely. Cultural factors can be illuminating, if it is understood that no culture is made up of just one strand. In south-eastern Europe, there are indeed various cultural currents, but on balance those suspicious of the bases of democracy tend to predominate.

The result is that civil society, rule of law, compromise and self-limitation tend to be outweighed by collectivism, dependence on hierarchy, political inexperience and impatience. Authoritarianism has resonance. Not everyone is a natural democrat.

The outcome is what we can see. The democratic institutions of the region are in place but do not work very well. This can change but only over a much longer period than the seven years since the fall of communism. The policy implications for the west are that democratic currents should be supported, but there should be understanding of the uphill struggle faced by democrats in the area.

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Registry role not costly

From Mr G.A. Hodgson

Sir, Your Lex columnist is saying something disingenuous in saying ("Football", February 12) that "EU citizens are no more entitled to watch big sports events for free than they are to watch Pavarotti or Madonna for free".

It may be so, but Pavarotti and Madonna are individuals performing on their individual behalf. National football teams purport to represent the entire nation, which must surely have some right in exchange for conceding that representative status. There is a better case than that which Lex concedes for showing showcase events.

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costly to do business with. Filing accounts costs nothing – unless they are late. The annual return fee dropped from £33 in 1994 to just £15 last October. The fee for incorporation fell from £50 to £20 over the same period.

To introduce checks to validate the quarter-million changes of registered office address each year and more than 1m changes of directors would add to costs and undermine efforts to reduce the regulatory burden on business. It would also be a great irritant for the law-abiding majority.

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Turkish premier's moves designed to play for time

From Mr Muammer Kaylan

Sir, John Barham's "Generals grow restless in Turkey" (February 7) omits the reasons why Mr Necmettin Erbakan, the Islamist premier, backs down when sabres start rattling.

Mr Erbakan's old habit is to test the ground first and then, if conditions are favourable, to advance for his cause. As a fundamentalist, Mr Erbakan is an enemy of the secular republic and

the reforms of Kemal Ataturk, the founder of modern Turkey. As such, he plays for time to gain more support for the Islamic Refah party and thus achieve a clear majority in the National Assembly.

Mr Erbakan and Refah have divided the Turks into two camps, the Islamists and the Secularists. He has been clipping the secular reforms step by step while flirting with the pariah Islamic

regimes. Since the armed forces are the guardians of Ataturk's reforms and the secularity of the state, Mr Erbakan's next important step will be to infiltrate the army. The army brass, also considering what happened to Iranian generals after the ayatollahs toppled the Shah's regime, are right in feeling nervous.

The brass have so far been patient and tolerant. Yet, in

Turkey alarm bells are ringing and the solutions to this dilemma are rather limited, short of the fourth military takeover since May 27 1960. If so, Mr Erbakan, along with the bankrupt politicians of Turkey, will carry the burden of the blame for the loss of democracy.

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Europa · Janusz Onyszkiewicz

In step for the march east

Nato's attempt to forge ties with Russia must not leave its neighbours on the sidelines

The process of Nato enlargement is entering a decisive stage. In July, the Nato summit in Madrid will agree a list of "one or more" countries from eastern and central Europe to be invited to join the alliance. This will set a crucial process in motion: only some thing like a political catalyst will be able to stop it.

This atmosphere of urgency is inspiring Nato to intensify efforts to establish a solid framework for co-operation with Russia. This should take the form of a security charter. Some questions, however, arise concerning the nature and contents of this charter.

One is over its legal form. There are good reasons why it should not be drawn up as a treaty. Nato, unlike the European Union, is not an entity in international law. Thus Nato as a whole would probably not be able to sign such a treaty.

This in turn means the charter would have to be ratified by all Nato member states. Such a long, complex procedure would require a document with little latitude for interpretation.

It would also have to be ratified by the Duma, the lower house of the Russian parliament, which is not necessarily a simple or trivial matter. The majority of Russian parliamentarians are reluctant to do anything that would maintain the existence of Nato or expand its role in a European security system.

A much better and simpler solution would be for the charter to take the form of a bilateral political declaration between Nato and Russia, accompanied by real steps to adapt co-operation to a changing security situation.

Another issue is the problem of timing. An awkward

situation could arise if the charter is signed at the Madrid summit and immediately comes into force. The charter will give Russia access to various Nato committees and other bodies, allowing it to exert influence on the alliance's decisions. But the countries invited to join Nato will still be treated as non-member countries until their formal accession. Thus Russia would have a stronger role in Nato than the countries which hope to become full members in the not-too-distant future.

It could be argued that this would be the case for only two years or so – since it is assumed that all the legal requirements for enlargement will be met by the 50th anniversary of the alliance in 1999. But in politics a week can be a long time. Thus some transitional arrangement to strengthen the role of the countries aspiring to join has to be worked out.

This would have the added advantage of giving the candidate countries experience in working in the alliance's multilateral framework. It would also reassure public opinion in those countries that there is no secret dialogue between Nato and

Russia behind their backs. Equally important, talks should begin between Nato and Ukraine with a view to signing a similar charter. This would indicate the alliance's support for helping Ukraine consolidate its independence.

The main problem being debated inside Nato is what status to give Russia in Nato's structures and how much influence should go with it. Russia has succeeded from the beginning in creating the impression that co-operation with Nato amounts to a gesture of goodwill which requires concessions in return.

In fact Nato's offer to work out such an agreement is a historic move which should be eagerly grasped by Moscow. A refusal to co-operate would be a serious mistake, which sooner or later would be lighted upon by Russia's voters. They, all opinion polls indicate, are for international co-operation and against confrontation.

Thus Moscow's decision is not a question of making gestures towards Nato, but of serving Russian national interests – which, in this case, coincide with the interests of the rest of Europe and the US.

Talks between Nato and Russia can shape the future European security framework. Everybody should be deeply interested in a democratic, non-imperial Russia in a Russia that has no reason to feel isolated and threatened.

It is, however, crucial to realise these talks should be as transparent as is diplomatically feasible. The countries of central and eastern Europe still live with the memory of decisions taken over their heads at Munich and Yalta. This is also why the idea of a conference on Nato enlargement of the Big Five (US, UK, France, Germany and Russia) has raised spectres which everyone would like to see deeply buried forever.

The author is former defence minister of Poland and head of the Euro-Atlantic Association, a pro-Nato think-tank



Political manoeuvres: Javier Solana (left), Nato secretary-general, with Igor Rodionov, Russia's defence minister

COMMENT & ANALYSIS

Weighted against outsiders

GKN is the latest in a string of UK engineering companies facing large damages in US courts, write Tim Burt and Robert Rice

FINANCIAL TIMES

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Friday February 14 1997

The impact of governance

Throughout the OECD area policymakers have been paying increasing attention to corporate governance. Yet in exploring the international dimension of the subject the OECD secretariat in its latest reports on Japan and France raises exceptionally difficult issues. The most basic concerns the question of whether good governance can confer competitive advantage on countries as well as on businesses.

On the face of it, the correlation between good governance and economic performance is far from clear. By Western standards the often geriatric 'insider' boards of big Japanese companies, with their largely ceremonial meetings, are woefully devoid of checks and balances. Yet the culture of the country, together with the success of Japanese banks in addressing managerial failure, offers other safeguards.

The widely admired German two-tier board system has not prevented high-profile corporate scandals. And in practice the German growth rate over the past decade and a half has more or less converged with that of the US, France, Italy and the UK. Given the exceptional boost to the economy from unification, this amounts to a rather negative verdict.

All governance systems suffer from flaws of one kind or another. Corporate governance anyway reflects wider national characteristics. The president

directeur général in France, for example, enjoys centralised power within a system of heavily concentrated ownership that would have been entirely comprehensible to Louis XIV.

In Britain the vestiges of class division can be seen in the antipathy of management towards worker representation in the boardroom and even, in some cases, to consultation.

There is a justifiable presumption that the 'insider systems' of Germany and Japan favour long-termism, while the 'outsider' approach in the English-speaking economies leads to short-termism. Yet the respective advantages and disadvantages appear to be offset by equal and opposite variations in the productivity of capital.

The degree of competition in product markets is probably of greater importance for industrial efficiency than governance. But it also seems clear that Japan, to take the obvious example, has in the past derived a form of national competitiveness from its cohesive culture. Small wonder that the OECD's attempt to squeeze the Japanese system into the Western principal-agent model of the company in its recent report reads oddly at times.

Even some Anglo-Saxons would bemoan at its call for a wider use of stock options, which not only ignores the nature of Japan's cultural advantage, but substitutes a one-way bet for real incentives.

Hope in Sofia

The news from Bulgaria has been bad for so long that it is a relief to welcome the formation of a new caretaker government. Mr Stefan Sofianski, the prime minister, proved to be one of the most capable opposition leaders as mayor of Sofia. He also helped to calm emotions during the recent month of street demonstrations.

He was chosen by Bulgaria's recently elected president, Mr Petar Stoyanov, who has also emerged as a positive, moderating force. Much now depends on their ability to ensure that economic reforms are kept under control during the forthcoming general election campaign. This should be an opportunity for all parties to concentrate on telling voters how they intend to deal with the country's deep economic crisis, not an opportunity for divisive witch-hunts and calls for revenge.

The stop-gap government's main technical task will be to work closely with the International Monetary Fund and other potential sources of economic support to prepare the ground for the prompt introduction of reforms, including a currency board to stabilise the lev, after the elections.

The omens for success in these important tasks are now reasonably good. The caretaker government is the fruit of compromise between the former ruling socialist party and the oppo-

sition after years of growing polarisation. It is a non-party administration with some socialist members, empowered with greater negotiating rights than normally given to a caretaker government.

This is important because these are not normal times. The country has virtually run out of foreign currency reserves and the ability to finance even essential imports such as oil and grain. Above all, Bulgaria faces another default on its \$10bn foreign debt by July unless it can find \$150m to service it.

Fortunately, all parties now accept that the key to staving off default is the establishment of a currency board, which effectively takes monetary management out of the hands of the government. The idea was floated by the IMF, backed by the World Bank last November.

It is now up to Bulgarians themselves to seize the chance for a new political start offered by the elections. If a sober election campaign demonstrates a willingness to make the sacrifices needed to underpin reform, the international financial institutions stand ready to help. The European Union has expressed willingness to help: the most important way it can do this is by helping to build a modern public administration to fill the vacuum which followed the collapse of communism.

Rotten apple

Pity Mr Gordon Brown. The tight financial targets of the Labour party's shadow chancellor leave him with nothing juicy to offer voters, except the odd windfall.

Yesterday he made the best of it and confirmed that if his party wins the election he will commit at least £3bn to schemes to alleviate youth and long-term unemployment, to be financed by a misnamed windfall tax on privatised utilities.

The aim of reducing unemployment of vulnerable groups is laudable, and the money, it will be argued, has to come from somewhere. Moreover, despite the outcry from some Conservatives and free market economists the City has taken the proposals remarkably calmly. Even rumours that the total tax might reach £10bn have failed to put investors to flight, although Labour's plans must be partly reflected in current share prices.

There seems little argument that most utilities could afford a one-off impost, in many cases by increasing borrowing. Mr Brown is now confident that such a tax would be unlikely to fail foul of EU or UK law.

Despite these temptations, however, this tax is misconceived. It also suggests a worrying failure by the Labour party to understand the balance of incentives needed to get the best out of the privatised utili-

ties. Or why, despite a few failures, privatisation has delivered very large benefits to consumers and to the economy.

Even if it is true that some industries were privatised too cheaply and that regulators initially underestimated the scope for efficiency gains, those errors were in the past. It would be unfair to penalise present shareholders for them. Regulators have been taking a tougher stand in recent reviews, setting prices intended to provide a return on capital of no more than about 7 per cent.

But utilities must be allowed to make higher profits, if they can find unexpected ways to become more efficient. This incentive has so far brought lower prices to consumers in most industries and much increased tax revenues as well as higher profits. By confiscating such gains, Labour will weaken the drive to efficiency and might raise the cost of capital.

Ultimately this will be reflected in higher prices for consumers, since regulators will set prices to restore adequate pre-tax profits to levels needed to finance investment plans.

It is too late to expect Labour to abandon the tax. But in the absence of a superior scheme for regulating the utilities, it should remember what a windfall really is - a small item to be picked up and pocketed without damaging next year's crop.

neke franchisees, is not convinced by that.

"We know GKN claims to be surprised by the amount, but there was an expert report by KPMG Peat Marwick a year ago which put the damages at this level. Maybe they just chose to disbelieve or ignore it."

GKN, which makes automotive components and defence equipment, is expected next month to announce some of the highest profits in the UK engineering industry, up from £22.4m (£525m) to an estimated £36.6m. But directors' minds are likely to be overshadowed by events in a distant US courtroom.

Johnson Matthey, the metals and engineering group, has been accused by General Motors of stealing precious metals used in making catalytic converters. TI Group, the engineering company, is being sued by the US justice department for allegedly inflating components costs to defraud the US Air Force.

T&N, the motor components company, is seeking a Supreme Court ruling on a class action involving asbestos victims. It is also facing calls for a retrial over alleged asbestos contamination at Chase Manhattan Bank's New York headquarters.

Lucas Industries, the car parts and aerospace group that is now

part of LucasVarity, settled a lawsuit brought by the Pentagon for \$55m in 1995. And engineering group BBA earlier agreed to pay \$12.5m to Tilton Engineering of California for an alleged patent infringement.

It decided a US jury was unlikely to be sympathetic to an overseas company and settled out of court.

"It is hostile country," says Mr Vanni Treves, chairman of BBA and senior partner of Macfarlanes, the City of London law firm. "US juries are sometimes xenophobic and usually unpredictable. The awards can be

mountainous; and the cost of litigating class actions in US jurisdictions against lawyers on continental fees is huge."

Furthermore, the knock-on effect from losing a high-profile lawsuit - even when subject to appeal - can undermine a company's share price and drain its cash reserves.

Mr Robert Speed, research director at Henderson Croswell, estimates that if GKN was forced to pay out the maximum \$740m it could reduce the group's cash funds for acquisitions by 50 per cent. "Before,

they could have done a \$700m deal without recourse to shareholders," he says. "This could change everything."

Other engineering companies, meanwhile, are watching the case for any lessons on how to avoid similar problems. Johnson Matthey, in particular, is thought to be tracking events in North Carolina closely.

The engineering and precious metals group is waiting to hear whether a court in Wisconsin will allow General Motors to seek "millions of dollars of unlawful profits that the defendants have misappropriated, trebled under racketeering legislation along with punitive damages, attorneys' fees and costs" over the alleged theft of metals.

The UK company has filed counter claims and Mr Gordon Thorburn, its company secretary, says such cases are merely an "occupational hazard" in the US.

But

the cost to Johnson Matthey has been high. The loss of the General Motors contract cut profits in its catalytic systems division from £34.5m to £26.2m last year. If it were to lose the GM case, analysts claim it could unleash a wave of similar action from other customers.

Some investment bankers claim these legal hazards have become a powerful deterrent to smaller companies contemplating US expansion. The search for legal skeletons has become a central part of the due diligence process by which companies scrutinise potential acquisitions.

Robert Fleming, the merchant bank, says one of its clients recently abandoned a US acquisition "despite seeing strategic value", after uncovering a potential liability.

"It shows that companies will pull back from a deal rather than trust the US courts," says Mr Geoff Zeidler, director of corporate finance at Flemings.

Where such deals do go ahead, financial advisers are now seeking exclusions from legal liabilities and considering asset swaps rather than outright acquisition. And if legal disputes arise, they are urging clients to seek private mediation where possible.

But that trend may be of little consolation to GKN. Although it will appeal, the one-off provisions could still take a large chunk out of this year's profits. "This has been a horrible surprise," says one GKN director. "It is like walking through long grass and stepping on a rake. We got hit in the face and it will certainly hurt to have to write a big cheque."

reaches court. "Something like 95 per cent of all cases never reach a jury; there is a real fear of the potential court damages."

Mr Herzl's advice to foreign companies operating in the US is to include an arbitration clause in all commercial agreements.

That thought is echoed by Mr David Shapiro, a US mediator. "Have a mediation clause as a precursor to arbitration and have an arbitration clause as a precursor to litigation. That gives you a chance of resolving disputes quickly and cheaply."

"I'm going to fight this out to the last drop of my client's blood." How many times have I heard that?"

Costly clash of cultures

A bill for \$740m is an expensive way to find out that operating under US law is totally different from operating in the UK. But it is a lesson many business executives entering the American market need to learn, according to US lawyers.

"Unfair trading statutes are common and are becoming more common - people should know the risks," says Mr Leo Herzl, a partner at Chicago's Mayer Brown & Platt.

US lawyers say foreign companies operating there need to check their levels of insurance cover and be aware that they can face treble damages. Foreign

companies with US subsidiaries should also bear in mind that under US law it is much easier for them to be held liable for the activities of subsidiaries.

In GKN's case the jury felt the UK group had become so involved in Meineke's operations it could be held directly liable. Such liability would not arise in the UK, where it is much harder to pierce the corporate veil.

Mr Wayne Mack of Duane Morris & Heckscher - the law firm seeking damages from GKN on behalf of the Meineke fran-

chises - says UK companies find themselves facing such lawsuits because they fail to understand the US system's vagaries.

The penalties are much harsher over here and companies end up in court because they don't realise we can sue the parent for a misdemeanour by a small subsidiary," he says.

Mr Tom Engel of New York law firm Engel & MacFarlane, which is suing TI Group for \$20m, says the threat of punitive damages persuades most companies to settle before the case

• OBSERVER •

Not a leg to stand on

The new Japanese fashion for giving a little bit more room to free competition has yet, it seems, to reach the wonderful world of sumo wrestling.

The Japan Sumo Association (JSA) - August regulator of the country's oldest sport - has

sanctioned the wrists of top

wrestlers for what it terms

multizoku fights. Literally this

means weak-kneed or listless

though it's a well-known

emphasis for fights where one

wrestler agrees to lose, in

exchange for the promise of a

return victory. Fans are fed up

with this slack sumo; at last

month's Tokyo tournament,

there was an unusual failure to

sell all seats for the second day's

matches.

Fans and authorities have

traditionally turned a blind eye

to a little bit of match-fixing,

especially on the last day of

15-day tournaments, when a

wrestler with only seven wins

needs an eighth to hold onto his

ranking and avoid a pay cut. It

is, after all, in line with the

Japanese post-war tradition that

losers in all walks of life should

be handled gently.

But alarm bells started ringing

last year when a retired wrestler

published a series of magazine

articles claiming that

match-fixing had gone well beyond the socially acceptable even, it was alleged, in exchange for cash.

Now the JSA says it's high time top wrestlers were given a sense of crisis. In future, judges will be scrutinising matches closely for examples of multizoku wrestling - another small piece of evidence that Japan is becoming a slightly harsher society.

Loco motive

You can't keep a good man down. Abdala Bucaram, the man who was so unceremoniously removed (on grounds of alleged "mental incompetence") from the presidency of Ecuador after just six months, is now planning to go on an international tour from next weekend. On his jaunt he'll explain why and how he's victim of what he calls a "military-backed congressional coup".

Bucaram intends visiting the US and several Latin American countries. He should get a warm welcome from Argentina's President Carlos Menem - they share Arab family backgrounds - as Menem has denounced Bucaram's removal.

"We have ordered our embassy in Ecuador not to attend the inauguration of the new president, Fabian Alarcon," said Menem.

On top of snubbing Bucaram, which has constantly belittled his

chances of creating a third

national TV network competing

against state television and the

Berlusconi channels, Cecchi Gori

has blamed watching too much

slack-kneed sumo.

Down and out

A record number of Japanese were unhappy in 1996, according to a government survey.

Published yesterday, a combination of worries about job insecurity and retirement led

22.5 per cent of respondents to say they were miserable last year, the highest percentage since the survey was first

conducted in 1978, when the

moaners amounted to 15

*The team is a mirror
that reflects its leader.*
KAZUO INAMORI founder of Kyocera

FINANCIAL TIMES

Friday February 14 1997

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Spanish inflation drop boosts drive for Emu

By Tom Burns in Madrid

Inflation in Spain has fallen below 3 per cent for the first time since the late 1980s.

Mr Rodrigo Rato, the economy and finance minister, said yesterday Spain had started "a crucial year" on the "right foot" because the economy was "clearly on track" to qualify for the first wave of European monetary union in 1999.

"These are not speculative bubbles. This is data and we are simply meeting the required targets," Mr Rato said.

The data were published while the Organisation for Economic Co-operation and Development said France was "within reach" of the 1997 deficit target, one of the conditions for membership of economic and monetary union. But the OECD warned that France might have to make further budget amendments.

In its annual economic report, the European Commission predicted that the econo-

mies of the 15 members of the European Union would strengthen this year and next, underpinned by the strict monetary and budgetary policies governments were pursuing before economic and monetary union.

Spanish prices rose 0.3 per cent last month from December, bringing the year-on-year headline inflation rate down from 3.2 per cent in December to 2.9 per cent in January.

The Madrid stock market index rose by more than 0.5 per cent on speculation that the Bank of Spain could cut its benchmark interest rate today when it holds its 10-day repo auction for certificates. The Bank cut the rate by a quarter point to 6 per cent last month after the publication of lowered year-end inflation figures.

January's inflation was below the government's expectation of a 0.4 per cent monthly rise. The core price index, which excludes volatile energy and fresh food components, rose by 0.3 per cent,

below the forecast, to bring year-on-year underlying inflation down from 3 per cent in December to 2.8 per cent.

Spain's panel of independent economic experts predicted this week that domestic inflation would be within the 2.8 per cent rate they believed would be the single currency's qualifying limit. The Maastricht treaty on Emu specifies that inflation must be no more than 1.5 percentage points above the average of the EU's best three performers.

Stefan Wagstyl adds: Mr Umberto Agnelli, the senior Italian industrialist, yesterday tried to dispel pessimism about Italy's readiness for joining the euro. In the first wave, Mr Agnelli, chief executive of Ifi, the holding company through which the Agnelli family controls the carmaker Fiat, said Italy was more likely to join monetary union today than it was six months ago.

EU jobs market push, Page 4
Editorial Comment, Page 11

Top-level N Korean defector seeks talks in South

By John Burton in Seoul

A top-ranking North Korean official says he has asked for asylum in South Korea in an attempt to promote "reconciliation and unification" by holding talks with officials in Seoul.

In a letter released by South Korea yesterday, Mr Hwang Jang-yop acknowledged: "People will judge that I am mad. But the question is am I the only mad person?"

The exploit of Mr Hwang, who served as a senior adviser to North Korean leader Kim Jong-il, is reminiscent of the effort by Hitler's deputy Rudolf Hess, who flew to Scotland in 1941 in a bizarre attempt to end the war.

In his letter, written on Wednesday after he fled to the South Korean embassy in Beijing, Mr Hwang said he had agonised over his decision to defect and asked his family and friends in North Korea to regard him as dead.

Chinese police threw a protective cordon around the embassy where Mr Hwang, 73, remained while North Korean agents waited outside.

Efforts to arrange a safe passage to Seoul remained

blocked due to Chinese unhelpfulness over South Korean efforts to publicise the defection.

The incident has placed China in an awkward position since Beijing, mindful of its traditional friendship with Pyongyang, usually refuses to allow North Koreans to escape directly to South Korea.

This is the first time Alitalia has sought approval from Brussels for a state capital injection. It is in a stronger position than some of Europe's other ailing airlines, which have received government assistance more than once.

Under rules on state aid to the aviation sector, government help can be awarded only under controlled circumstances, such as when a company can show that the capital is being used for one-off restructuring.

Although the hand-written letter appeared genuine, doubt remains about another letter purportedly written by him and published yesterday in an influential conservative newspaper, Chosun Ilbo.

The letter condemned recent labour disputes while urging Seoul to strengthen the powers of the military and the intelligence service in an apparent endorsement of hardline policies adopted by Mr Kim Young-sam, the South Korean president.

The main opposition party suggested the letter might be part of a government campaign to use the defection to divert public attention from the Hanbo Steel loan scandal.

Enough to cover any ultimate deal.

Mr Boonstra insisted that there was "no unrest in the board of management" at Philips itself, following reported disagreements with two fellow directors and the abrupt departure this week of Mr Jan Timmer, his predecessor, from the supervisory board after less than five months. A third director, Mr Frank Carruba, is leaving in March but will remain a consultant.

This included covering

Grundig's trading losses and making the latest F1600m charge, with which the company hopes to buy its way out of burdensome accords with family shareholders running to 2004. It remains unclear whether the provision will be

enough to cover any ultimate deal.

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COMPANIES AND FINANCE: EUROPE

Margarine hopes boost Raisio

By Hugh Carnegy in Helsinki

Shares in Raisio, the Finnish food processor and chemicals group, continued soaring yesterday on the back of strong profits for 1996 and rising output of the cholesterol-cutting margarine that has fuelled expectations for the company.

Raisio shares jumped more than 5 per cent to FM447 before falling back to close the day up FM16 at FM440. This price is some seven times the level of early last year, when international investors began buying the

hitherto obscure stock because of expected good prospects for the margarine. The company, based in western Finland, said sales of Benecol, which includes an ingredient that lowers the body's cholesterol intake, had risen in November and December because of increasing availability of the raw material for the special additive. "Production-wise, we are in a good situation," it said.

Although Raisio supplied no details, the comment gave hope to investors that the company was gradually

overcoming the bottleneck in supply of the plant sterols needed to make the essential ingredient in Benecol. The margarine is at present available only in Finland, but is widely expected to prove an international blockbuster when raw material supplies, a by-product of vegetable processes such as wood pulping, are secured.

The company repeated that it intended to begin exporting Benecol to Sweden this year but did not specify when.

In the meantime, Raisio said pre-tax profits in 1996

rose from FM140m to FM162m (\$32.7m) on sales up 22 per cent from FM3.2bn to FM3.9bn.

However, earnings per share slipped from FM46.26 to FM5.12. The board has yet to recommend a dividend.

The best performance came in Raisio's chemicals division, rather than its foodstuffs operations. Sales of chemicals - mainly to the pulp and paper industry - rose 24 per cent to FM1.36bn, while profits more than doubled from FM48m to FM101m after a weak 1995.

Sales in the foodstuffs divi-

sion rose 32 per cent to FM2bn, but this was mainly because of acquisitions overseas. Profits fell from FM96m to FM74m. A rise in grain prices, which were not passed on in prices, and poor performance in Poland, one of Raisio's chief foreign markets, were behind the fall.

High research and development costs were also a factor. Raisio said R&D spending on Benecol reached FM22m, out of a group total of FM87m.

World stocks, Page 35

Losses at Scitex deepen to \$178m

By Judy Dempsey in Jerusalem

Scitex, the Israeli-based world leader in the development, manufacturing and marketing of visual information communication products, reported a net loss and a sharp fall in revenues for 1996, caused largely by a decline in the graphic arts market.

Net losses amounted to US\$178.3m, or \$1.16 a share, after net losses in 1995 of \$44.5m, or 81 cents. Sales fell from \$730.3m in 1995 to \$685m last year.

The losses occurred in the graphic arts division, while sales at Scitex Digital Printing, its high-speed printing division, rose 57 per cent to \$162m.

Mr Yoav Chehoulou, president and chief executive of Scitex, whose high-tech and innovative printing products catapulted the company on to world markets in the early 1990s, said: "Last year was our worst ever. It was a year during which the graphic arts market contracted sharply."

Mr Chehoulou recently embarked on a radical restructuring programme which includes making the company more flexible, reducing the workforce and shaking up the management, which analysts said responded too slowly to the slowdown in the graphics arts market.

Scitex, listed on Wall Street, is a subsidiary of Clal, one of Israel's leading conglomerates. Clal expects changes when Mr Isaac Kauz, former chairman of Bezeq, Israel's state telecommunications network, takes over as president and chief executive next month.

Analysts said the performance of Scitex could be a warning to other Israeli high-tech companies, which are fast becoming the backbone of the country's export economy.

They are increasingly

launched on the New York Stock Exchange with high expectations, but lack of international experience has left some of them ill-equipped to deal with the pace of change in high-tech communications.

EUROPEAN NEWS DIGEST

Crédit Immobilier warns on CFF bid

Hopes of a lifeline for troubled property lender Crédit Foncier de France were shaken last night after rival lender Crédit Immobilier de France said it might withdraw its offer of a partial takeover.

Crédit Immobilier is proposing to take over from Crédit Foncier management of some of its housing loans, but wants to hire only 1,500 of Crédit Foncier's 3,300 staff.

Terms of the deal have not been disclosed. Mr Gerard Martin, chairman of Crédit Immobilier, said: "If by the end of March no decision has been taken by the public authorities, we might be constrained to withdraw our bid."

Crédit Foncier shareholders last week approved a series of measures designed to give the bank two years to overcome its financial crisis, which was sparked by losses in 1995 of FFr10.8bn (\$1.5bn). Earlier this year, a mediator was appointed to review government plans for Crédit Foncier, after employees occupied its Paris headquarters.

AFX News, Paris

Siemens lifts sales forecast

Siemens, the German electronics group, said yesterday a favourable foreign exchange market and low interest rates had prompted it to revise upwards its forecasts for sales and new orders in the current year to end-September. It did not provide specific figures. The company originally forecast a 4 per cent increase in revenue for the period and "slightly lower" growth in order inflow.

"We expect the rise in new orders and sales for the current year to be above our original, somewhat subdued, forecasts," Mr Heinz von Pierer, chairman, said. However, he warned against extrapolating full-year figures from the first-quarter results. In the first three months, new orders climbed 22 per cent, mainly because of several large long-term projects. Sales rose 6 per cent.

Mr Pierer said the company was sticking to its forecast of flat net earnings of about DM2.5bn (\$1.5bn) for the current financial year, but it expected an increase in 1997-98. The shares closed DM0.30 higher at DM87.35.

Sarah Athaus, Frankfurt

Moody's cautions on Usinor

Moody's Investors Service, the credit rating agency, has warned that the plans of Usinor-Sacilor, the French steel group, for a strategic alliance with Corporación Siderúrgica Integral, the Spanish steel maker, could weaken its ability to reduce its debt. The warning follows an announcement by the French group this week that it was interested in investing in the state-held Spanish producer, which is being considered for privatisation.

Moody's said: "The acquisition of this Spanish steel producer will increase the tonnage sold by Usinor-Sacilor in the market for European flat products, where there are some difficulties. As a result, Usinor-Sacilor's capacity to achieve a durable reduction in debt could be weakened as a result of its increased vulnerability to competitive pressures in a cyclical market."

However, Moody's expects Usinor to be able to control this risk, and to maintain its current debt rating. It rates Usinor's senior unsecured debt Ba2.

AFX News, Paris

Pioneer launches Polish fund

Pioneer, the US mutual fund management group, has set up Poland's first real estate investment fund. The \$60m fund aims at office, retail and warehousing projects. Mr Andrew Gutowski, who heads the fund, said agreements to invest would be closed with Polish financial institutions by the end of March. US investors will be brought in by the end of May. Warsaw has commercial real estate projects in progress worth \$400m, he estimates.

Christopher Bobinski, Warsaw

Cost cuts help Atlas Copco in fourth term

By Greg McHov in Stockholm

Cost-cutting and efficiency measures helped Atlas Copco, the Swedish engineering group, to lift fourth-quarter pre-tax profits 6 per cent, from Skr78m to Skr83m (\$11.3m).

Rationalisation benefits helped the group, which earns virtually all its revenues from exports, to overcome the effect of a stronger krona and weak European demand. Full-year pre-tax profits advanced from Skr2.8bn to Skr3.1bn.

Earnings per share were Skr10.56, against Skr9.93.

The shares eased Skr1 to Skr1.73 in Stockholm yesterday.

Mr Michael Treschow, chief executive, who in April is to take over at Electrolux, the Swedish household appli-

cance maker, said there was no sign of any strengthening in European demand so far in 1997.

"We would guess that [European] demand, at least this side of the summer, will probably stay flat," he said. Mr Treschow is to be replaced by Mr Giulio Mazzalupi, head of Atlas's main compressor division.

Mr Treschow said restructuring efforts in 1995 were behind an improvement in the operating margin from 10.9 per cent to 11.7 per cent.

Some 0.5 per cent of the increase was due to non-recurring gains, although these were balanced by a Skr200m negative impact of the stronger krona - equivalent to 6.8 per cent of orders and sales.

The company said earnings would increase in 1997 as a result of efficiency

improvements. Mr Treschow said the impact of this year's restructuring, which included the relocation of several units, would begin to be felt this year.

"We believe the Americas will continue to show sales growth, as will Asia. But overall we have a flattish opinion for the year," he said. Atlas was equipped for acquisitions and was keen on making a large purchase in Asia, he said, although it was unclear when the opportunity might arrive.

Orders in 1996 dipped from Skr1.1bn to Skr1.0bn.

Full-year group sales rose from Skr34.45bn to Skr35.1bn.

Fourth-quarter operating profits in construction and mining equipment slipped from Skr1.28m to Skr1.12m.

Sales were Skr1.6bn, versus Skr1.7bn.



Michael Treschow: European demand expected to stay flat

Price pressure hits Swedish steel groups

By Greg McHov

Falling steel prices and sagging demand were blamed for a big slide in profits at Sweden's big two steel groups, Avesta Shefied - the company controlled by British Steel - and its larger rival SSAB.

Avesta posted a pre-tax loss for the October to December period of Skr160m (\$21.5m), against a Skr852m profit last time. Sales fell 24 per cent, from Skr5.3bn to Skr4.2bn.

SSAB, reporting fourth-quarter figures, said pre-tax earnings halved from Skr973m to Skr488m. Reduced steel consumption combined with inventory run-down by customers hit orders and put prices under pressure throughout 1996.

The company said steel prices fell 15 per cent, measured in Swedish kronor, pushing down quarterly sales from Skr1.9bn to Skr1.4bn.

Mr Peter Dupont, metals analyst at UBS in London, said: "Obviously the numbers are weak but investors are prepared to look through them. There is a reasonable

one-third of sales, fell by just under 15 per cent over the year.

SSAB's results were above market expectations and the shares gained Skr3 to close at Skr11.8. Avesta's profits were below analysts' estimates but the shares edged up Skr1.50 to Skr7.6 in heavy trading.

Mr Peter Dupont, metals analyst at UBS in London, said: "Obviously the numbers are weak but investors are prepared to look through them. There is a reasonable

chance that transaction prices [for steel] will move up in the first quarter."

Mr Per Molin, who is to be replaced as Avesta chief executive in April by Mr Stuart Pettifor of British Steel, said prices had reached bottom. However, it was unclear if a reversal of fortunes was imminent or if it would take "a few more months".

He said costs for commissioning and working up of new plant facilities at Avesta and Nyby rose steeply - an important factor behind the loss.

Avesta said final quarter performance would remain weak but an improvement was expected from April.

Some competitors planned to increase prices by 7-8 per cent and benefit would be felt from rising nickel prices.

Avesta recorded a Skr13.62m nine-month loss, compared with a Skr3.8m profit last time. For the full year, SSAB's pre-tax profits dropped from Skr3.8bn to Skr2.1bn.

NOTICE OF AN ADJOURNED MEETING OF BONDHOLDERS
DAIWA RAKUDA INDUSTRY CO., LTD (the "Company")
U.S.\$85,000,000 1 per cent, Guaranteed Bonds due 1997 (the "Bonds")
Guaranteed by the Fuji Bank, Limited (the "Guarantor")

The Sumitomo Bank, Limited at Temple Court, 11 Queen Victoria Street, London EC4N 4TA (the "Principal Paying Agent") on behalf of Tokai Trust Company of New York (the "Trustee") hereby gives notice to the holders of U.S.\$85,000,000 1 per cent, Guaranteed Bonds due 1997 issued by the Company (the "Bonds") that, pursuant to the provisions of the Trust Deed dated 24 June 1993 made between the Company, the Guarantor and the Trustee (the "Trust Deed") relating to the Bonds (the "Bonds") will be convened at the offices of Clifford Chance, 200 Aldergate Street, London EC1A 4JL, on 27 February 1997 at 12.00 p.m. (London time) (the "Adjourned Meeting").

The Adjourned Meeting will consider and vote upon the Resolution (which will, if passed, confirm the Bondholders' consent and approve to the appointment of Tokai Trust Company of New York ("Tokai Trustee") as a new trustee of the Bonds) and to amend the Trust Deed in accordance with the terms of the "Amendment to the Trust Deed" dated 27 January 1997 made between the Company, the Trustee, the Guarantor and the Retiring Trustee, the New Trustee and all other relevant persons to do such further things and execute all such further documents as may be necessary to give effect to the terms of the Resolution and the Resolution will be passed at the Adjourned Meeting.

Any voting certificate(s) issued, any voting instruction(s) given and any appointment(s) of a proxy made pursuant thereto for the First Meeting will be valid for the Adjourned Meeting unless, in the case of voting certificates, surrendered before or, in the case of voting instructions and appointments, not less than 48 hours before the time for the First Meeting, or in the case of a proxy, not less than 48 hours before the time for the Adjourned Meeting.

Any voting certificate(s) issued, any voting instruction(s) given and any appointment(s) of a proxy made pursuant thereto for the First Meeting will be valid for the Adjourned Meeting unless, in the case of voting certificates, surrendered before or, in the case of voting instructions and appointments, not less than 48 hours before the time for the First Meeting, or in the case of a proxy, not less than 48 hours before the time for the Adjourned Meeting.

Other voting information as set out in the notice of meeting published on 13 December 1996 in relation to the First Meeting apply equally to this Adjourned Meeting.

This notice is governed by, and shall be construed in accordance with, English law.

Principal Paying Agent

The Sumitomo Bank, Limited

Temple Court

11 Queen Victoria Street

London EC4N 4TA

Bankers

St. George

Bankers

Bankers</p

EUROPEAN NEWS DIGEST
Crédit Immobilier
warns on CFF

COMPANIES AND FINANCE: EUROPE/MIDDLE EAST

Nokia profits rebound to FM1.7bn

By Hugh Carnegie in Helsinki

Nokia, the Finnish mobile telecommunications group, yesterday announced a 75 per cent rise in profits in the last quarter of 1996, confirming its forecast rebound from depressed earnings at the end of 1995 and in the early months of last year.

The result followed news earlier this week of a 40 per cent rise in profits at Ericsson - Nokia's Swedish rival - and underlined a trend of

strong growth in world mobile telecoms markets.

Nokia, the world's second-largest supplier of mobile handsets, behind Motorola of the US, said pre-tax profits in the fourth quarter rose from FM94.9m to FM1.67bn (\$240.8m). It was driven by a 37 per cent increase in sales of handsets - its flagship division - and a 30 per cent rise in sales of telecoms equipment, mainly mobile systems.

Group sales rose from

FM10.9bn to FM12.7bn. "The problems we had in mobile [handsets] are now firmly behind us," said Mr Jorma Ollila, Nokia chief executive. "We are very pleased with what we were able to achieve in the fourth quarter. We are now stronger than ever to meet the challenges of 1997."

Full year pre-tax earnings, down from FM4.9bn to FM3.9bn, were hit by internal production problems and some market weakness in

the US at the end of 1995 which sent the mobile handsets division into the red. Full-year sales rose from FM36.8bn to FM39.3bn.

Earnings per share for the full year slumped from FM14.36 to FM10.73, but rose in the fourth quarter from FM3.86 to FM5.03. The annual dividend was raised from FM3 a share to FM3.50. Like Ericsson, Nokia reported strong cash flow, wiping out its net debt.

Nokia's most-traded

A shares rose 2.5 per cent in Helsinki, reaching the year's high of FM332 before closing up FM8 on the day at FM331. It slipped on profit-taking later in New York.

The mobile handset division - the world's leading supplier of digital handsets - returned a full-year operating profit of FM1.4bn, down from FM1.75bn in 1995. But sales were up from FM16.8bn to FM21.5bn.

Nokia does not give quarterly divisional profits, but

Mr Ollila said the handset unit profit was earned in the second half, implying an operating profit margin in that period of 13 per cent.

Price pressure meant margins slipped in the infrastructure division while operating profits for the full year rose from FM2.7bn to FM3.8bn, slower than the rise in sales from FM10.3bn to FM13.3bn. But 1996 operating margins hit 22.4 per cent.

Lex, Page 12

Lagardère gives Thomson plot a fresh twist

The group's complaint over last year's failed sell-off raises the spectre of fresh complications

Where now for the troubled Thomson dossier? This week's decision by Lagardère to file a complaint with France's highest legal body over last year's botched attempt to privatise the French state-controlled electronics giant raises the spectre of fresh complications in a process already dogged by mishandling and delay.

The crucial question, raised but not answered in yesterday's French business press, is whether an eventual judgment by the Conseil d'Etat could place in doubt the validity of a new privatisation process that is likely to be well advanced - if not completed - before the judgment is made.

The office of Prime Minister Alain Juppé (left) plans a second sale, in which Jean-Luc Lagardère (centre) and Serge Tchuruk (right) may again compete



business separately from the money-draining Thomson Multimedia consumer electronics operation.

It is still trying to decide whether to attempt another trade sale or to offer Thomson-CSF on the stock market - with or without a group of stable shareholders. Mr Juppé recently promised an announcement on the nature of the new process before the end of this month.

But if an amendment of the independent privatisation commission's rejection of

Lagardère's original offer for the entire Thomson group is unlikely, what does the company hope to gain by an action which risks harming its chances of winning Thomson-CSF second time around?

Financial compensation is one possible motive, along with satisfied honour. Lagardère shares soared more than 23 per cent the day after the government's preference for its original offer was

announced. They fell more than 7 per cent after the terms of its bid were rejected.

Another motive suggested yesterday was that the group might be trying to deter the government from plumping for an out-and-out share sale by sowing confusion among prospective investors. Yet another was that it intended the complaint as a warning of the possible consequences of selling Thomson-CSF to a different bidder at the end of the second process.

What is not in doubt is that the group, under its leader Mr Jean-Luc Lagardère, remains interested in Thomson-CSF, in line with its dream of becoming Europe's largest defence electronics company.

If the government's choice

is for a second trade sale, then it seems highly likely that the process would again pitch Lagardère against Alcatel Alsthom, the telecoms and engineering group

it appeared to have beaten in the first contest.

This time, however, the opposition is likely to be more formidable, since any Alcatel bid would almost certainly be in association with Aerospatiale and Dassault, France's two aircraft companies.

The combination of this powerful trio with Thomson-CSF would create a huge vertically integrated defence combine, making everything from basic electronic components to weapons systems and jet fighters. Mr Serge Tchuruk, Alcatel chairman, recently outlined his new vision in an interview with *Le Monde*, the Paris newspaper.

Some believe, ironically, that one effect of Lagardère's action may be to speed up marginally the government's publication of detailed sales conditions, since it will be under increased pressure to demonstrate that the complaint will not affect the new process.

For the moment, however, the overriding impression is of still greater confusion. That can only please the new giants of the US defence industry, formed by the sort of rapid consolidation from which the European defence sector is still shrinking.

David Owen

Philips strategy on electrical goods a year away

By Gordon Cramb
in Eindhoven

It will take another year for Philips to resolve what its strategy should be in the increasingly competitive market for high volume electronic goods, according to Mr Coen Boomstra, the Dutch group's president.

"We are very aware that a company cannot have a future only by reorganising and restructuring," he said while unveiling its latest slide into loss. "We are doing more than that." The group had a market position which was both "defensible and expandable", particularly in areas such as computer monitors, where it supplied leading brands.

De la Rue, the UK security printer, is to buy Philips Smart Cards & Systems, the latest unit to be divested by the Dutch group, writes Gordon Cramb.

PSCS, which has been part of Phil-

ips' industrial electronics division, employs almost 300 people at its French base and had sales last year of FI 100m (\$53m). Since mid-1993 it has had a joint venture with De la Rue, which has been part of Phil-

ips' industrial electronics division, whose work in magnetic stripe card production and personalisation was combined with PSCS's smart card technology. PSCS supplies the banking, mobile phone and pay-TV industries.

is held at FI 1.60.

None of Philips' main product sectors bucked the trend. Operating income from lighting was down 24.6 per cent at FI 702m, and consumer products slid from FI 187m to only FI 10m. In both cases, the decline reflected restructuring costs.

Price pressures also affected the components and semiconductors side, with earnings down 33 per cent to FI 1.5bn.

Software and services, which includes PolyGram and Origin, showed a 44.7 per cent fall to FI 490m. And in professional products and systems, including medical equipment and industrial electronics, 1995 income of FI 157m fell to nil this time.

Global Depository Receipts in Egypt's privatised alcohol and soft drinks group Al-Ahram Beverages yesterday ended trading about 21 per cent above the issue price, a day after the GDR offering was seven and a half times oversubscribed.

The GDRs - receipts, in this case worth half a share, issued in lieu of shares in a company located in an overseas market - were issued at \$15.50. They were yesterday being traded at between \$18.50 and \$19.

The offering came from the US-based Luxor Group, which bought 70 per cent of the company from the Egyptian government - in effect - \$20.20 a full share, on the undertaking it would later reinvest gains from the issue in the stock. Luxor Group's payment for the government's shares will not be made until February 24, when it will also deposit a £20m (\$5.8m) letter of credit with the government guaranteeing that it will carry out a £223m programme of investment in new production plant.

The brewery company's share price on the Cairo Stock Exchange, where 25 per cent of the company is quoted, rose £0.473 overnight to £120.10 (\$35.42) at yesterday's close.

Mark Huband, Cairo

Al-Ahram GDRs up sharply

NOTICE TO THE BONDHOLDERS OF
NIPPON SODA CO., LTD.

Y12,000,000,000

Nil Coupon Resettable Convertible Bonds 2000
Pursuant to Condition 5.1.3 of the Terms and Conditions of the above-captioned Bonds (the "Bonds"), notice is hereby given as follows:

The current market price per Share (as defined in Condition 5.1.3) of NIPPON SODA CO., LTD. on February 7, 1997 was Y860.1 and at least one Yen more than the Conversion Price of the Bonds (as defined in Condition 5.1.3) in effect on February 7, 1997 (Y733).

As a result, the Conversion Price of the Bonds will be revised pursuant to Condition 5.1.3 as set forth below:

Conversion Price before revision: Yen 733 per share

Conversion Price after revision: Yen 860.1 per share

Effective Date of revision: March 3, 1997 (Japan Time)

The Industrial Bank of Japan, Limited
as Disbursement Agent
on behalf of:
NIPPON SODA CO., LTD.
Dated: 14th February, 1997.

THE KOREA EXPRESS CO., LTD.
(Incorporated in the Republic of Korea with limited liability)
Notice
to the Bondholders of the outstanding
U.S. \$20,000,000
0.375% Convertible Bonds due 2009
of
The Korea Express Co., Ltd.
(the "Bonds" and the "Company" respectively)
NOTICE IS HEREBY GIVEN to the Bondholders that on October 1, 1996, the Company has authorised the granting to the holders of Shares of right to subscribe for further Shares in the Company. The record date for such granting will be December 31, 1996 and the conversion price will be set at Won 30,361.
The Company announces that such rights will entitle holders of its Shares to subscribe for further Shares in the Company at a consideration per Share receivable by the Company which is less than the current market price per Share (determined in accordance with provisions of the Trust Deed constituting the Bonds) at December 31, 1996, the record date for the granting.
Accordingly, in accordance with the provision of the said Trust Deed, the existing conversion price of Won 31,820 has been adjusted with effect from January 3, 1997 to Won 30,361.
The Chase Manhattan Bank
for and on behalf of
The Korea Express Co., Ltd.
February 14, 1997

CHASE

DIVESTITURE OF STATE-OWNED ENTERPRISES

LIST OF AUTHORISED DIVESTITUTES - AUGUST 1 - DECEMBER 31, 1996

ENTERPRISE	MODE	NAME OF INVESTOR	PURCHASE PRICE	AMOUNT PAID	BALANCE	REMARKS
1. GINIC Metal Works	Outright Purchase	AEI Engineering Ltd.	\$402,000,000	\$201,000,000	\$201,000,000	
2. Wokzon Metal	Outright Purchase	Architect Co-Partners	(\$250,000,000)	\$130,000,000	\$130,000,000	
3. GINIC Properties (19) Limited	Outright Purchase	Various	+\$247,000,000	\$134,700,000	\$134,700,000	
4. Akim Mambo & Topase Rubber Plantation	Outright Purchase	Rubber Estates Gh. Ltd.	\$170,000,000	\$85,000,000	\$85,000,000	
5. Chamei Property Subra House	Outright Purchase	NICO Trading Company	\$65,000,000	\$35,000,000	\$10,000,000	
6. Chamei Publishing Corp. (14 Residential Units)	Outright Purchase	Various	\$228,500,000	\$7,000,000	\$221,500,000	
7. GHOC Camera Works	Outright Purchase	Afrique Link Limited	US\$350,000	US\$100,000	US\$211,000	Payment includes a set off of payment due to Afrique Link
8. Donado Garment Factory	Outright Purchase	Pharmacie Industries	\$400,000,000	\$200,000,000	\$200,000,000	Re-Divestment
9. SPC Coloured Textile	Outright Purchase	Various	(\$257,250,000)	\$127,400,000	\$131,400,000	
10. Chamei Motor Co.	Joint Venture	Manbent Corporation	US\$2,795,000	0	US\$2,795,000	GOC Returns 25%
11. NIC Properties - Head Office	Outright Purchase	Deltak Industries	US\$1,100,000	US\$330,000	US\$770,000	
12. Teme Shipyards & Drydock Corp.	Joint Venture	PSG Teme Shipyard Ltd.	US\$4,200,000	US\$2,100,000	US\$2,100,000	GOC Returns 50%
13. Chamei Film Industry Corp.	Joint Venture	GAMA Plus Co. Ltd.	US\$1,400,000	US\$1,400,000	0	GOC Returns 50%
14. Medding Hotel	Outright Purchase	Onglow SND BHD	US\$250,000	US\$250,000	0	
15. FPC Form of Asia Formative	Outright Purchase	Kiteh Co.,Ltd.	\$5,000,000	\$5,000,000	0	
16. Ganteng Quarry, Wenja	Outright Purchase	Kwadwo Assets Cons	-\$70,000,000	-\$70,000,000	0	Only movable assets were sold

THE LIST REPRESENTS DIVESTITUTES AUTHORIZED BY THE PRESIDENT DURING THE PERIOD AUGUST 1 - DECEMBER 31, 1996

ISSUED BY DIVESTITURE IMPLEMENTATION COMMITTEE - PIASS RING ROAD EAST, NORTH LABONE - P.O. BOX 102, CANTONMENTS - ACCRA, GHANA

INTERNATIONAL NEWS DIGEST

Metallgesellschaft drops AGIV deal

Metallgesellschaft, the German industrial and trading group, said yesterday it had pulled out of its planned purchase of a 50 per cent stake in AGIV, the loss-making industrial company, from BHF-Bank after failing to complete a due diligence study of the deal.

The decision followed the announcement late on Tuesday that AGIV had halted the due diligence process, a prerequisite for the purchase, because of management "uncertainty" over negative press reports about the company's financial position.

"We looked at the conclusions of the due-diligence process so far and decided that there was enough reason for us to pull out of the planned acquisition and make use of the opt-out clause in the agreement," Metallgesellschaft said. It stressed that the decision to withdraw "had nothing to do with differences over the purchase price". The planned deal, announced last month, had been estimated to be worth about DM500m (\$297m).

Metallgesellschaft, which has undergone a radical restructuring since brushing with bankruptcy in 1983, stressed that it would continue to seek further acquisitions as part of a strengthening of its core activities, comprising chemicals, plant engineering and contracting, trading and building technology. The AGIV deal would have created a fifth division in process control and measurement technology.

The news will come as a blow to BHF-Bank, whose profits have been held back by AGIV not paying dividends. The sale of the stake, which has held since 1974, was also aimed at further reducing BHF-Bank's industrial investment portfolio. AGIV, which has been refocusing on its main electronics, engineering and services businesses, has forecast a turnaround in 199

COMPANIES AND FINANCE: THE AMERICAS

American General takes over USLife

By John Authors
in New York

American General, the US life assurance and financial services company, yesterday announced it was buying New York-based USLife in a stock swap worth about \$1.8bn.

The acquisition is the biggest of five purchases that American General has made in the past two years. Its total expenditure over the period has been about \$4bn.

However, the company said it did not expect the transaction to dilute

its earnings and predicted it could find consolidation savings, mainly through merging back offices, of about \$50m per year.

USLife had been tipped as a possible acquisition target on Wall Street, mainly because its founder and chief executive, Mr Gordon Crosby, had reached the age of 75.

Many analysts doubted it had a long-term competitive future given the increasing incursions into traditional life insurance by mutual fund companies and banks.

Its results for 1996, released earlier this week, showed sluggish

revenue growth of only 3.8 per cent. Profits for the full year fell 29 per cent to \$76m.

As one of the largest takeover targets, USLife had also attracted attention from corporate financiers. It offers substantially improved distribution for Houston-based American General, adding 10,000 sales agents to the company's existing force of 15,000.

USLife's strength in New York state will also help American General, as its previous acquisitions had been in the south and mid-west.

Mr Robert Devlin, American General chief executive, claimed the company provided an "outstanding strategic fit" for his company, whose interests also include a large consumer lending business.

The move continues the trend towards consolidation in the life assurance industry, and confirms American General as one of the leading acquirers, along with GE Capital, the financial services arm of General Electric, and Indiana-based Conseco.

Once the deal is completed, by

the end of June, the combined companies will have assets of \$74bn. Their total revenues last year were \$9bn, with profits of \$757m.

Under the deal, USLife shareholders will exchange each share of their common stock for American General shares worth \$45. This would bring the market capitalisation of the new company to about \$10bn.

American General's share price was unchanged in early trading yesterday, at \$41. USLife's share price rallied, gaining 55% to \$47.

Talisman bids for energy producer

By Bernard Simon
in Toronto

Talisman Energy, formerly the Canadian arm of BP, the UK-based energy group, has offered C\$1.5bn (US\$1.1bn) in cash and shares for Wascana Energy, an oil and gas producer based in Regina, Saskatchewan.

The bid is the latest in a flurry of deals centred on a new generation of acquisition

owners and managers in Canada's oil and gas industry. Their financial resources have been bolstered by rising oil prices and by a flood of equity and debt issues. Gulf Canada Resources is pursuing a C\$1.1bn hostile bid for the UK's Clyde Petroleum.

Wascana had no immediate comment on Talisman's offer. The Saskatchewan provincial government, which

set up Wascana in 1973 to give it an interest in the local energy industry, remains the biggest shareholder, with a 7 per cent stake.

Talisman has offered C\$18.50 in cash or 0.41 shares for each Wascana share. A maximum of 40 per cent will be paid in cash.

The proposed acquisition is designed to boost Talisman's presence in western

Canada to complement its extensive interests in the North Sea and Indonesia.

Talisman said the addition of Wascana would lift its output by about 30 per cent to 175,000 barrels a day of oil and gas liquids and 826m cubic feet of gas. It would also double Talisman's exploration properties in western Canada.

Wascana became a takeover target last December

when Saskatchewan lifted a ban on any single shareholder owning more than 10 per cent of the voting shares. Talisman, which is based in Calgary, Alberta, said it would keep Wascana's head office in Regina for at least five years.

Wascana's shares climbed C\$1.95 to C\$18.90 in early trading in Toronto yesterday. Talisman gained C\$1.55 to C\$46.70.

Delphi steps out of GM's shadow

The world's biggest car parts manufacturer is learning how to be independent

Few people outside the motor industry have been interested in Delphi Automotive Systems, General Motors' components subsidiary.

Yet Delphi is twice as big as its nearest rival, Japan's Denso group, and towers over competitors such as Robert Bosch of Germany and TRW of the US.

This claim of fame has to date been dwarfed beside its role as the in-house supplier to the world's biggest car company.

But Delphi may now be heading for the bright lights. The company, which makes virtually everything in a car from basic metal parts to microchips, has been reducing its dependence on GM's and improving its productivity, to the extent that GM is considering floating a stake.

Mr Jack Smith, chairman of GM, said last month that the group was "evaluating its strategic alternatives", with the objective a partial flotation.

Listing Delphi would unlock further value for GM's shareholders.

In the past year, GM has sold EDS, its information technology subsidiary, and the defence side of its Hughes Electronics operation. The purpose was to raise funds and improve GM's stock market rating, which many executives believe inadequately reflects its true value.

Mr Stephen Girsky, automotive analyst at Morgan Stanley in New York, approves of a partial flotation.

Such trust has become increasingly important in the industry, as carmakers work more closely with suppliers to accelerate new model programmes.

Much of Delphi's growth has come outside the US. It has set up component operations in south America, Asia and eastern Europe, taking advantage of GM's plans to build car factories in these regions, where demand is rising fastest.

The lack of a big, established components industry in all three areas has allowed Delphi to pitch not just for GM's business, but for contracts from the other car companies flocking to these regions.

Since 1990, the components manufacturer has set up dozens of factories outside the US, on its own or through takeovers and joint ventures.

The proportion of Delphi's sales going to companies other than GM should grow even more sharply since the out-of-court settlement last month of the row between GM and Volkswagen, over GM's allegations of industrial espionage.

Under the terms of that settlement, VW agreed to buy \$1bn of Delphi parts over the next seven years.

Incorporating Delco Electronics should help Delphi expand. Delco's products range from car radios to sophisticated engine management systems.

Delphi has also managed to convince rival carmakers that its "Chinese walls" are effective enough to trust it with confidential information about new products.



J. T. Battenberg preparing Delphi for possible partial float

grated "sub-assemblies" – such as a complete interior including seats, instruments and the entertainment system – which virtually no other components group can provide.

But Delphi's revolution is not complete. It must still shed its lingering image as GM's in-house supplier.

The company reached a turning point last December, with the sale of four poorly performing factories to Peregrine, a private investment vehicle.

Last week, Delphi announced it would close a problem plant in Trenton, New Jersey – one of 12 facilities under close scrutiny.

Mr Battenberg says Delphi is determined to "fix, close or sell" underperforming plants.

Among the 12 facilities under review is the brake

plant in Dayton, Ohio, which was the flashpoint for a costly strike last year, when GM attempted to reduce its dependence on in-house brake supplies. The 17-day stoppage brought vehicle building across the group to a virtual halt.

The surest sign of Mr Battenberg's success will be when GM finally separates out Delphi's financial results from the accounts for its North American operations.

That decision, to improve transparency, has been mooted for years, but never carried out – presumably because Delphi's results have been so poor.

Mr Smith says the decision is now "close". Only when it happens, however, can Delphi's growing up be considered complete.

Haig Simonian

Recommended Cash Offer by

JPMorgan

on behalf of

NT ACQUISITION LIMITED

to acquire

NEWMAN TONKS GROUP PLC

Morgan Guaranty Trust Company of New York ("J.P. Morgan") announces on behalf of NT Acquisition Limited ("NT Acquisition") that, by means of this advertisement and a formal offer document dated 13 February, 1997 (the "Offer Document"), J.P. Morgan is making an offer ("the Offer") on behalf of NT Acquisition to acquire all of the existing issued and fully-paid ordinary shares of 25 pence each in Newman Tonks Group PLC ("Newman Tonks") and any further such shares which are unconditionally allotted or issued before the date on which the Offer closes or such earlier date as NT Acquisition may decide (the "Ordinary Shares").

The Offer is 175 pence in cash for each Ordinary Share. Holders of Ordinary Shares ("Newman Tonks' Shareholders") will also be entitled to the forecast dividend of 4.4 pence (net) per Ordinary Share in respect of the year ended 31 December, 1996.

NT Acquisition is a newly incorporated company established for the purpose of implementing the Offer and is a wholly-owned subsidiary of Ingersoll-Rand Company ("Ingersoll-Rand").

The full terms and conditions of the Offer (including details of how the Offer may be accepted) are set out in the Offer Document. This advertisement alone does not constitute and must not be construed as an offer. Newman Tonks' Shareholders who accept the Offer may rely only on the Offer Document for all the terms and conditions of the Offer.

The Offer is, by means of this advertisement, extended to all persons to whom the Offer Document may not be despatched. Such persons are informed that copies of the Offer Document and Forms of Acceptance are available for collection from the receiving agent, The Royal Bank of Scotland plc, Registrar's Department, New Issues Section, Consort House, East Street, Bedminster, Bristol BS99 1HZ and from J.P. Morgan, 60 Victoria Embankment, London EC4Y 0JP.

The Offer will initially be open for acceptance until 3.00 p.m. on 6 March, 1997.

The Offer is not being made, directly or indirectly, in or into the United States, Canada, Australia or Japan, or by use of the mails of, or by any means or instrumentality of interstate or foreign commerce of, or any facilities of a national securities exchange of, any of those jurisdictions (including without limitation the post, facsimile transmission, telex and telephone) and the Offer cannot be accepted by any such use, means, instrumentality or facilities.

This advertisement is not being published or otherwise distributed or sent in or into or from the United States, Canada, Australia or Japan and persons reading this advertisement (including, without limitation, custodians and nominees) must not distribute, send or mail this advertisement, the Offer Document or the Forms of Acceptance (or any related offer documents), in, into or from the United States, Canada, Australia or Japan nor use any such means, instrumentality or facilities in connection with the Offer, and doing so may render invalid any related purported acceptance of the Offer.

This advertisement is published on behalf of NT Acquisition and has been approved by J.P. Morgan, which is regulated in the UK by The Securities and Futures Authority Limited, solely for the purposes of Section 57 of the Financial Services Act 1986.

J.P. Morgan is acting for Ingersoll-Rand and NT Acquisition and no one else in connection with the Offer and will not be responsible to anyone other than Ingersoll-Rand and NT Acquisition for providing the protections afforded to customers of J.P. Morgan or for giving advice in relation to the Offer.

The directors of NT Acquisition and James E Perrella (chairman, president and chief executive officer of Ingersoll-Rand) and Gerard V Geraghty (vice president and controller of Ingersoll-Rand) accept responsibility for the information contained in this advertisement. To the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this advertisement is in accordance with the facts and does not omit anything likely to affect the import of such information.

14 February, 1997

AMERICAS NEWS DIGEST

YPF posts record full-year earnings

Argentina's largest company, the oil and gas group YPF, yesterday reported record earnings for its 1996 financial year, helped by stronger oil prices and increased production. The better-than-expected performance saw YPF post a net profit of \$817m, up 3 per cent from 1995.

Mr Peter Schubert, an analyst at Mexican investment bank Interacciones Global, said the result was "stunning", adding that earnings would have been \$60m higher had YPF not adopted a conservative price-hedging policy on its oil exports to the US and Europe during the fourth quarter.

Fourth-quarter earnings surged to \$218m, 73 per cent higher than a year earlier. The company reaped the benefit of recent investment in increased production, delivering an average of 418,000 barrels a day during the fourth quarter – a company record and 7 per cent higher than in the same period of 1995.

Another strong contributor was YPF's international arm, Maxus, which saw operating earnings rise to \$68m in the fourth quarter, up from \$30m a year earlier.

Matthew Domon, Buenos Aires

United HealthCare down 13%

United HealthCare, one of the largest health management companies in the US, said yesterday that earnings slipped 13 per cent in the fourth quarter after a one-off charge.

Net income for the fourth quarter was \$9.1m, or 47 cents a share, compared with \$10.9m, or 57 cents, made in the same period last year before a restructuring charge. Revenues advanced 22 per cent to \$2.68bn.

Although earnings per share were a cent short of the median forecast, shares in the company rose 2%, or 5 per cent, to \$17, amid signs that medical costs have begun to stabilise. Health maintenance organisations have been squeezed by a combination of rising medical costs and an extremely competitive market that has made it difficult to raise premiums.

Dr William McGuire, chief executive of United HealthCare, said he was "encouraged by the apparent stability in the medical costs trend". Total enrollment last quarter rose by 4.6 per cent or 214,000 members, even as United implemented rate increases, he said.

Lisa Brunsten, New York

Navistar profits slide

Navistar, the Chicago-based truck and diesel engine assembler, said profits fell sharply in the first quarter, but rising demand for heavy trucks would allow it to re-engage 500 employees at its Springfield, Ohio factory this quarter.

The company forecasts that demand for heavy trucks in the US and Canada will reach 170,000 units this year, down 13 per cent from 1996. However, Mr John Horne, Navistar chairman, said the estimate was cautious. "While we have not revised our forecast, current order receipts indicate that there may be some strength beyond this level," he said. Navistar's first-quarter net income fell to \$15m, or 10 cents a share, on sales of \$1.2bn, down from \$22m, or 20 cents, on revenues of \$1.4bn in the first quarter of last year.

The company's worldwide shipments of trucks and school bus chassis, at 20,400 units during the first quarter, were 15.8 per cent lower than the first quarter of 1997. However, Mr Horne said orders for all classes of Navistar's trucks were up from the first quarter of 1996. Laurie Morse, Chicago

Andersen chief to step down

Mr Lairy Weinbach, managing partner of Andersen Worldwide, the umbrella organisation for Arthur Andersen, the accountancy firm, and Andersen Consulting, is to stand down in August rather than seek a third four-year term.

Under his leadership, Andersen spun off its management and technology advice business under Andersen Consulting, while revenues have jumped from \$2.8bn in 1993 to an expected \$11bn this year. The worldwide organisation's 2,700 partners will in April consider options for the future of the firms. Mr Weinbach hinted that speculation that the two firms would formally split was unfounded. He said partners were committed "to resolving open issues of the firm's governance and to maintaining our organisational structure."

Jim Kelly, London

Views sought on Bull venture

The European Commission has invited third parties to comment on a joint venture set up by Groups Bull, NEC, and Packard Bell of the US, as part of an investigation under EU rules for vetting joint ventures.

NEC has acquired a 44 per cent stake in Packard Bell, while Bull has 16.25 per cent depending on future stock conversion provisions, giving each about 19 per cent voting equity in Packard Bell. The deal, first announced in June, will create the world's fourth-largest personal computer company.

In addition, Bull has sold to Packard Bell the whole of the issued share capital of its personal computer business, while NEC has transferred to Packard Bell certain assets of its worldwide PC business. NEC is excluding its PC business in Japan, China and the Asia-Pacific region from the venture. Interested parties have 10 days to make their comments.

Emma Tucker, Brussels

The "Shell" Transport and Trading Company, p.l.c.

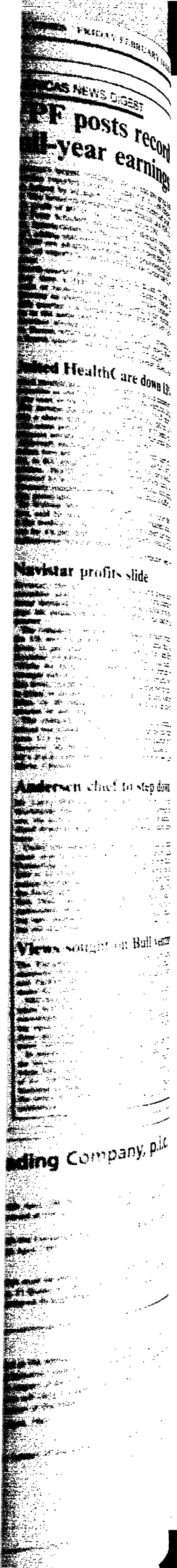
Final Dividend 1996

Notice is hereby given that a balance of the Register will be struck on 18th April, 1997 for the preparation of warrants for a Final dividend for the year 1996 of 22.5p per 25p Ordinary share. If approved at the Annual General Meeting to be held on 14th May, 1997 the dividend will be paid on 21st May, 1997.

For transferees to receive this dividend, their transfers must be lodged with the Company's Registrar, Lloyds Bank Registrars, The Causeway, Worthing, West Sussex BN99 6DA, not later than 3 p.m. on 18th April, 1997.

Share Warrants to Bearer

The Coupon to be presented for the above dividend will be No.



Lend Lease climbs 14% in first half

By Nikki Tait in Sydney

Lend Lease, Australia's biggest listed property and financial services group, yesterday announced a 14.2 per cent increase in after-tax profit to A\$160m (US\$121m) for the first half to end-December.

Total revenues were A\$1.03bn. Earnings per share, fully-diluted, rose from 58 cents to 64 cents. The interim dividend is increased from 48 cents a share to 49 cents.

The shares jumped when the results were announced, but fell back to close 11 cents lower at A\$23.

The Sydney-based company confirmed it was still negotiating to buy Equitable Real Estate Investment Management of the US, one of the largest managers of pension fund real estate investments with an estimated US\$25bn portfolio.

Lend Lease said due diligence was under way, but it would not be

making any further announcements before the end of February.

The profits increase came from both property and financial services.

The after-tax contribution from property rose from A\$8.3m a year ago to A\$39.3m, with the contracted forward workload standing at a record A\$2bn.

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making any further announcements before the end of February.

The company said it was still focused on the Sydney commercial market. But it continued to diversify offshore - notably into Asia, the US and the UK, where it is involved in the A\$750m Bluewater shopping centre development in Kent.

On the financial services side, profits increased from A\$86m a

year ago to A\$104m. Funds under management rose from A\$21.7bn to A\$22.8bn. Retail sales increased by more than 50 per cent, but corporate sales and cash flows declined.

The company said its gross gearing ratio fell to 2.8 per cent. However, if the Equitable deal materialised, gearing would rise. Mr David Higgins, managing director, described the gearing level as "prudent" and providing "flexibility to

take advantage of opportunities".

ASIA-PACIFIC NEWS DIGEST

Indian tracker fund launched

The first mutual fund to track an index of the National Stock Exchange in India, now the most active bourse on the subcontinent, has been launched after raising an initial \$30m.

The London-listed, open-ended India Access fund will track the NSE 50 Index and be managed by Unit Trust of India, the country's largest fund manager, in consultation with Commercial Union, the UK insurance group. SBC Warburg was the placing agent for the fund. Commercial Union will also be one of two lead investors for the fund, together with the Commonwealth Development Corp, the UK development finance institution. Of the initial fund corpus, Commercial Union has invested \$1m while CDC has contributed \$6m. The remainder has come from other institutional investors.

Dr Joseph Mariathasan, director of Commercial Union Investment Management, expected the fund would generate strong interest among foreign investors in Indian equities. He said that as most stock for the India Access fund would be sourced from UTI's other fund schemes, there would be little settlement risk and large quantities of stock would be readily available at "market rates", minimising errors in tracking the NSE 50 index.

Tony Tassell, *Bloomberg*

PMP slides 2.7% at halfway

Pacific Magazines & Printing, the Australian magazine publisher in which Mr Rupert Murdoch's News Corporation holds a 40 per cent interest, yesterday announced a 2.7 per cent fall in profit after tax in the six months to end-December, to A\$30.5m (US\$23.1m).

Sales were 22.3 per cent higher at A\$585m, largely because of the recent acquisition of the listed Shomega group, which creates digital data and images for the graphic arts industry and produces compact discs. However, earnings per share fell from 13.9 cents a year ago to 12.2 cents. PMP blamed the profits fall on low levels of consumer demand in Australia. Earnings from publishing alone were A\$1.5m lower at A\$20.1m, hurt by a 10 per cent increase in paper prices.

Nikki Tait, *Sydney*

Pewc agrees T\$12.6bn loan

Pacific Electric Wire and Cable (Pewc), the Taiwanese group, has reached agreement with bankers to obtain a T\$12.6bn (US\$457m) syndicated loan to build a mobile phone network in Taiwan.

International Commercial Bank of China, lead underwriter for the loan, said yesterday that more than 40 banks had expressed interest in joining the deal and that details would be finalised shortly. Pacific Communications Services, a joint-venture company led by Pewc, is one of two private-sector concerns which have won a licence to provide nationwide mobile-phone services.

Laura Tyson, *Taipei*

IDBI raises \$50m

The Industrial Development Bank of India, the country's largest development finance institution, has raised a \$50m seven-year loan from Asahi Bank. The loan will be used by IDBI to lend to companies for the import of capital goods and for project-related expenditure. IDBI has now raised \$380m in borrowings in the year to March out of a total of \$550m it is allowed by the Indian government to raise on the international market in 1996-97. IDBI said it was considering raising the balance of \$170m on the euromarket before the end of the fiscal year.

Tony Tassell

Ideas carrier finds new lease of life after rigours of war

Middle East Airlines is embarking on a modernisation plan with central bank help, reports Roula Khalaf

MEA's modernisation comes courtesy of Lebanon's central bank. Bucking the worldwide move towards privatisation of airlines, the Lebanese government has, through the central bank, doubled its stake in MEA, taking control of 99 per cent of the shares.

Last autumn, the central bank swapped \$100m of debt owed to it for equity in MEA and agreed to a further \$125m capital injection, to be paid out over 18 months. The first tranche of \$31m allowed the airline to start leasing new aircraft.

MEA kept flying during all but three of the 17 years of Lebanon's civil war, which ended in 1990. But it emerged from the war battered.

Mr Hariri wanted a change in management and insisted that

new capital should be provided directly by the central bank. Mr Berri preferred to see the capital injected through Intra, the company controlled by the Lebanese government which owned 62.5 per cent of the airline.

After more than two years, Mr Hariri won the battle. A new chairman, Mr Khaled Salam, took over in late 1995 with a mandate to restructure the airline. A year later, the central bank began injecting funds.

Lebanon's central bank puts a market-oriented spin on the take-over. "It is not the central bank's

location to own an airline," says Mr Nasser Saidi, vice-governor of the central bank. "We are acting as an investment bank and we had to put in more money to get a return on our investment. But once the airline is restructured, it will open up many options, including privatisation."

Mr Salam has had a turbulent start. In April, Israel bombed Lebanon for 17 days, shattering plans to attract tourists. The 12 per cent increase in passengers projected during the year evaporated,

Despite political instability and a rise in fuel costs last year, Mr Salam says he cut costs by \$17m by, for example, scrapping gifts for first-class passengers.

French and German consultants are helping devise a reorganisation which could get more than half the 4,300 staff off the MEA's payroll and allow the airline to hire new blood.

Staff cuts will be achieved in part through outsourcing. A new

catering company, jointly owned by MEA, has already taken over 150 of the airline's employees. Ground handling operations and engineering are now being considered for outsourcing.

"Passengers are only interested in service and new planes. We're improving both," Mr Salam says.

C&P rises high on low-income housing

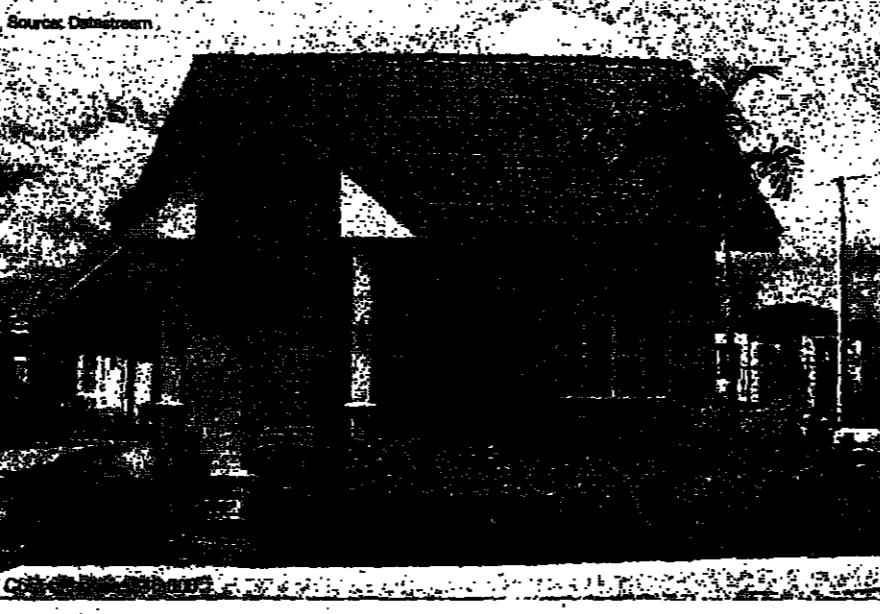
The Philippines group, which builds homes and organises buyers, is valued at more than \$2.4bn

Home sweet home

C&P share price relative to the Manila Composite



Source: Cominex



Yawney, head of research at BZW, the UK investment bank, in Manila, derives from its niche position in a strong market.

As analysts wonder how long the Manila property

boom can last - high-end property prices have quadrupled in the past two and a half years - C&P Homes is well placed to supply the continuing strong demand for low-cost housing.

Its land bank is estimated as lasting eight years, while the rapid rise in sales underlines the present strength of the low end of the market.

In 1993, the group sold 9,400 units. In 1996, that rose

to 24,000. The target for 1997 is between 27,000 and 30,000, of which most will be priced below \$100,000.

The constraint on building is not demand, land bank or financing, says the group, but just the availability of quality contractors.

Mr John Huang, chief financial officer, says: "We're not involved in high-profile activities like golf courses, massive skyscrapers and resorts. We may have foregone opportunities in some segments, but our strength has been our

medium term. With new competitors rushing into the middle income market, the group will maintain its focus on the low end."

Mr Huang is expecting no slowdown in demand for at least five years. "We estimate there are still 3m households that can't afford our cheapest houses," he says. "They'll be pulled into the market as the economy continues to grow."

However, C&P Homes' reliance on funding from the government's Unified Home Lending Programme (UHLP), has meant delayed payments in the past. At the end of the third quarter last year, total contract receivables stood at 7.7bn pesos. But with improved mortgage collection rates, and a significant reduction in defaults coming from a revamped collection system, this is unlikely to cause the group serious problems.

The group faces two external risks beyond its control, Mr Yawney says. The first is that "the financing side of things is susceptible to changes on the political scene." Nevertheless, C&P Homes expects funding under the UHLP to rise from 15.4bn pesos in 1996 to about 20bn pesos this year.

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Domestic banks have turned more attention to the retail market, spurred by competition from the 10 foreign banks that entered the Philippines in 1995.

The group's strategy of providing affordable homes to the mass market is unlikely to change in the

Justin Marozzi

Lebanese carrier finds new lease of life after rigours of war

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Mr Salam has had a turbulent start. In April, Israel bombed Lebanon for 17 days, shattering plans to attract tourists. The 12 per cent increase in passengers projected during the year evaporated,

and losses for 1996, announced yesterday, reached \$50m, compared with the \$35m deficit recorded the previous year. "The effect of the Israeli attacks was catastrophic," says Mr Salam. He estimates that it cost MEA about \$12m in lost revenues.

Mr Salam expects the airline to lose about \$20m this year but to break even in 1998. Whether he hits his targets depends in part on factors outside his control, such as stability in the region.

What Mr Salam has more control over is improving service and reducing the airline's cost structure. With 31 carriers now flying into Beirut, MEA can no longer rely on Lebanese passengers' loyalty to their national carrier.

fortis AG

PUBLIC OFFERING WITH PRE-EMPTION RIGHT OF 3,207,340 NEW SHARES WITH VVPR STRIPS

Subscription period : from 12 to 26 February 1997 inclusive
Subscription price : BEF 5,040
Ratio : 1 new share for 12 shares
Pre-emption right : coupon no 9 of the shares
Dividend entitlement of the new shares : 1 January 1996

The issue note, containing a subscription form, is available at the offices of the institutions listed below. The annual report, which is the reference document, is available free of charge at the company at telephone no. +32 2 220 93 49.

The pre-emption right is listed on the Brussels, Antwerp and Luxembourg Stock Exchanges from 12 to 26 February 1997 inclusive and is negotiable on the London Stock Exchange. Coupon no 9 of the VVPR strips is declared without value.

The unexercised pre-emption rights, represented by strips, will be auctioned on the Brussels Stock Exchange, in principle on 7 March 1997, to the benefit of the shareholders concerned.

Listing of the new shares and of the VVPR strips has been applied for on the Brussels and Antwerp Stock Exchanges. An application to register the new shares only has been made to the London and Luxembourg Stock Exchanges.

ASLK-CGER Bank • Generale Bank • SBC Warburg

Banque Bruxelles Lambert/Bank Bruxellois Lambert
Crédit à l'Industrie/Krediet aan de Nijverheid • Fortis Bank Luxembourg
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Boulevard Emile Jacqmain 53
1000 Brussels - Belgium
Trade register Brussels : 1811

COMPANIES AND FINANCE: UK

Royal Dutch/Shell continues search

By Robert Corzine

Royal Dutch/Shell, the Anglo-Dutch oil group, yesterday admitted it had failed to find any attractive large-scale acquisition opportunities on which to spend some of its \$12.3bn cash pile.

In the course of reporting record profits of almost \$5.7bn (\$3.3bn) for the year to December, Mr John Jennings, the departing chairman of Shell Transport and Trading, said the group had considered making acquisitions across the broad range of its activities. "But it is really difficult to find any inspired acquisition opportunities," he said.

He noted that the company's size in some regions prevented it from pursuing a number of meaningful acquisitions or joint ventures, as it could easily fall foul of competition authorities.

Analysts who have criticised the company for keeping such large cash balances said it was not surprising it had failed to find any suitable acquisition opportunities. "There is an inbuilt predisposition to grow by themselves," said Mr John Toal-

ter at Société Générale Strauss Turnbull. He noted that the company's cash balances are equivalent to 16.5 per cent of capital employed, against an industry average of 3.5 per cent.

Shell plans to boost capital spending over the next four to five years to \$12bn-\$13bn, against a current average of about \$1bn. But even so it will remain financially flush. Mr Jennings conceded that Shell has "surplus financial capacity. But how much is spare is debatable," he said.

The sensitivity of the group to its high cash balances was such that it produced a chart showing that five other large international industrial companies had even bigger cash balances.

Sales rose 15 per cent to \$110bn. The 30 per cent rise in profits for the year reflected the strong oil price through much of last year. Oil volumes were up by 2 per cent, but natural gas output rose sharply by 10 per cent.

The generally positive upstream performance was underpinned by the fact that the company replaced its reserves last year, said Mr Jennings this year, said company was making good pro-

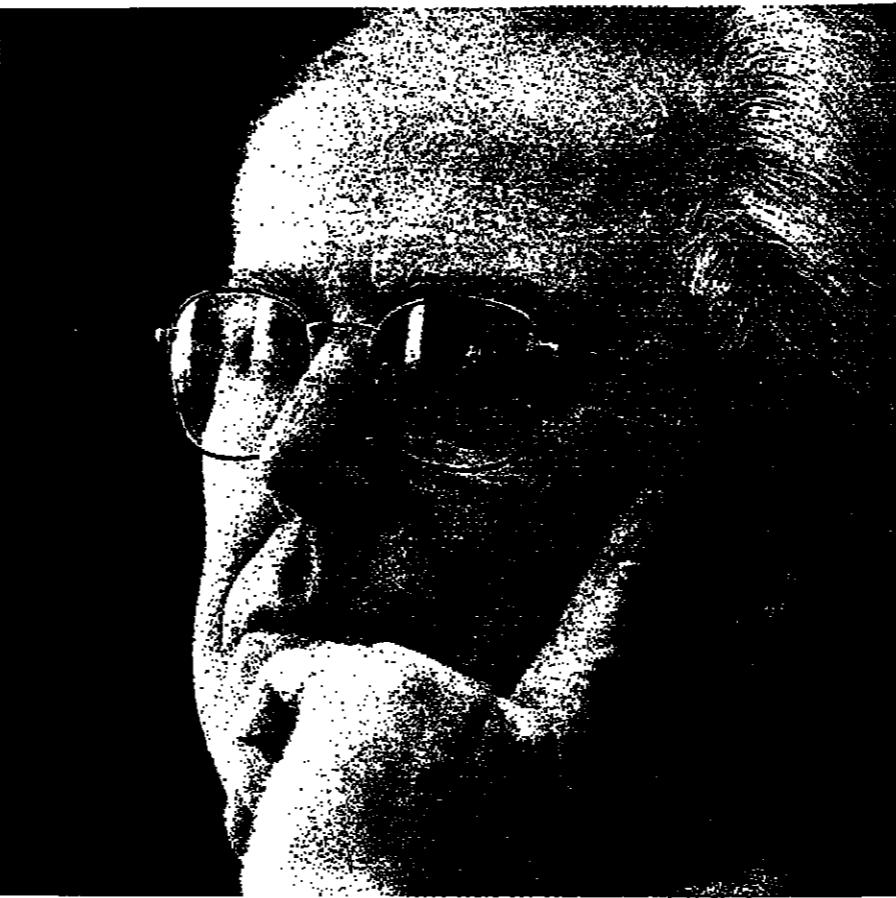
first time in five years. Volume growth of 7 per cent was predicted for the rest of the decade.

Refining and marketing volumes grew by between 6 and 7 per cent, but it remained "a very tough business," with competition likely to remain intense in many key markets. Full-year profits for refining and marketing of \$1.7bn were up 2 per cent, although the fourth-quarter results showed a 5 per cent fall to \$227m.

The chemicals side was hit badly by higher operating costs, and full-year earnings were off 40 per cent to \$677m. There was a recovery in the fourth quarter, when chemical earnings more than doubled.

The company announced final dividends of 22.5p (20.4p) for Shell Transport and Trading, payable from earnings per share of 63.6p (47.8p), and of F1 6.25 (F1 5.6) for Royal Dutch Petroleum, payable from earnings per share of F1 17.87 (F1 13.1).

Mr Mark Moody-Stuart, who will take over from Mr Jennings this year, said company was making good pro-



John Jennings: 'It is really difficult to find any inspired acquisition opportunities'

What, precisely, do policyholders have to gain from the requirement that bidders in the auction for Scottish Amicable must accept the board's decision as final? Not only are bidders having to promise not to put a rejected offer direct to policyholders: an unsuccessful bidder cannot even disclose publicly what its offer was. Such arcane matters, it is argued, are too complex to be entrusted to the mere owners of the business. Yet that is not the point. Even if policyholders find the valuation arguments mind-boggling, the threat of disclosure or a hostile bid would still usefully sharpen the board's incentive to make the right choice. Indeed, the more disclosure the board allows, the more convincingly it will be able to justify its decision.

LEX COMMENT

ScotAm

UK life insurers

Source: Datastream

FTSE All Share Indices

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When Morgan Stanley's chairman, Dick Fisher, announced the merger of the US investment bank with retail brokerage Dean Witter Discover last week, he was characteristically blunt about the challenge: "Our two firms can't get this kind of thing right, it says something about our ability to help our clients."

His confidence may be reassuring, but the history of mergers and acquisitions among the financial institutions is not: American Express and Shearson Lehman; Swiss Bank Corporation; Deutsche Bank and Morgan Grenfell - all have been more painful than envisaged by their instigators.

The usual explanation for discord following such mergers is "culture-clash". It is notoriously difficult to get arrogant, highly-paid investment bankers to work effectively with commercial bankers or brokers they consider their inferiors.

In turn, the brokers resent the higher pay and better perks of their new colleagues. For example, when brokerage Smith Barney hired a team of mergers and acquisitions specialists from Morgan Stanley in 1988 to beef up its investment banking operation, resentment boiled over as Smith Barney investment bankers watched from steerage as their new colleagues swanned into first class aircraft seats.

On the face of it, the Morgan Stanley and Dean Witter link-up has all the hallmarks of a classic culture-clash. Morgan Stanley is a blue chip, global investment bank, while Dean Witter is decidedly middle market.

But there is some common ground. Both companies are considered tightly run and well managed, in sectors where this is not the norm. "They are both strongly performance-driven," according to James Quella, a director of Mercer Management Consulting. At both companies, senior management is credited with eliminating the "star" system and imposing a strong corporate culture.

"When we first met with Morgan Stanley, we were struck by how similar the management styles were," says Mitch Merlin, the Dean Witter executive in charge of managing the transition.

Smerger creates finance giant

Morgan Stanley and Dean Witter hope to avoid a culture clash, says Tracy Corrigan

Banking on integration

But the best reason for feeling sanguine about the merger is that there seems to be relatively little true merging on the agenda. Morgan Stanley's clients are institutional investors and big companies, while Dean Witter's clients are retail investors, and some smaller companies.

The fact is that investment bankers on Wall Street aren't going to have much contact with a branch office in Des Moines," says Bob Scott, the Morgan Stanley executive who shares responsibility for the merger process.

There is "so little overlap that it's not threatening."

And even in areas where there is overlap, the approach appears to be gradualist. "The assumption is that the [retail and institutional] businesses [of the two companies] are very different and it makes more sense to keep them different," says Scott.

Scott at Morgan Stanley and Merlin at Dean Witter have put together a small group of staff which is assembling teams to work out how to reap benefits in different parts of the businesses.

Initially the plan is to bring together the corporate finance groups - an area where Morgan Stanley is strong but Dean Witter has some presence. This should benefit both: Morgan Stanley will be able to market its new retail distribution to corporate clients, while Dean Witter brokers will have more and better products to sell to clients.

There will be no effort, at least in the short term, to consolidate asset management, the one business where both companies are strong.

Such an integration would be complex, given the different strands and brand names within the asset management businesses. "Certainly for a while and maybe forever there is a way to run these businesses in parallel," says Scott.

One important decision has already been taken: Morgan Stanley Dean Witter will not be bringing in management consultants, despite many offers of help.

"We have people who can manage the integration process and who understand the business," says Scott.

"We want to develop plans in-house so the people who have to live with them feel ownership of them." Management consultants may be brought in at a later stage, but only to implement specific plans drawn up by the in-house teams.

Don McNees, a consultant at Towers Perrin, believes

"the slow pace towards integration is actually the right path in this case: there is no need to be in a rush - both companies are operating very well".

However, he adds, there is a danger in failing to tackle the issue of integration at all: "If all it is to be a financial holding company, why go to the trouble of a merger?"



John Kay

Don't just do it

Albania's pyramid selling debacle highlights one trap for emerging market economies

inflated prices in the expectation that they would sell them on at even higher prices to other people.

But as capitalist economies mature we acquire lessons from experience. Most of us learn the difference between an investment and a lottery and a range of social and regulatory institutions evolve to help us.

All the schemes does is redistribute money from those who join the club late to those who join it early, and nothing is produced except rich pickings for those who organise it.

When Britain's Department of Trade and Industry tried to shut Titan Business Club down last year Patrick Minford, one of Chancellor Kenneth Clarke's wise men, was quick to denounce its action as Stalinist bureaucracy.

The Abalians, who know more about Stalinist bureaucracy than most people, have learnt better.

The collapse of similar schemes in their country has led to demonstrations that threaten the government. Some of them might even like a little Stalinist bureaucracy back.

Incredibly, Minford is only mildly repentant. True, he does now acknowledge the need for some regulation. But he still denounces the DTI's secret police, claims that pyramid selling is an important business tool, and applauds chain letters as business games, involving skills, high returns and high risks.

We should sympathise with the Abalians. Scams of this kind are common in all early-stage market economies. The 17th century Dutch, the founders of modern capitalism, succumbed to tulip mania. A hundred years later the English were avid subscribers to the South Sea bubble. Even in the 1920s, Americans were buying patches of Florida swamp at



Angry Albanians demonstrate against the government

that a £2 asset is selling for £1, or persuading people to pay £2 for a £1 asset, is often easier and quicker than turning £1 of materials into £2 of output.

Many more large fortunes are made by buying something cheap and selling virtually the same thing dear - property, shares, companies, currencies - than by establishing productive businesses.

That is why these kinds of activities have an irresistible attraction for the naive and credulous and also account for a disproportionate fraction of the ablest talent in modern economies.

They need to be kept under control, by a mixture of regulation and social restraint. If they are not, then the fate of the naive and credulous will threaten the whole structure of a market economy - as in Albania.

And if they are not, then much of the limited talent we have in modern business will be devoted, not to adding value, but to buying and selling the same things over and over again - as in modern Britain and the United States.

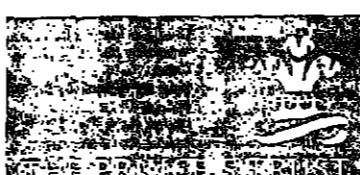
John Kay is a director of London Economics and prospective director of the School of Management Studies at Oxford University. This column appears fortnightly

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INTERNATIONAL CAPITAL MARKETS

Gazprom loan three times subscribed

By Connor Middelmann

A large project finance loan for Russia's Gazprom, the world's biggest natural gas producer, is already three times subscribed even before going into general syndication. Dresden Bank, the arranger bank said yesterday.

"We have received underwriting offers worth more than \$7bn," said Mr Bernd Fahrholz, head of Dresden Bank's global finance division.

While an increase of the \$2.5bn transaction may not be on the

cards, observers expect Gazprom to return to the market soon in order to cash in on the tremendous interest generated by this transaction.

Mr Fahrholz puts the deal's success down to its structure, which he said minimised the risk.

Although Gazprom will service the loan itself, a trigger mechanism is built in so repayments could be made from the proceeds of gas sales to west European utilities if necessary. This device was designed to reassure the banks, while enabling Gazprom to raise

money on the international capital market without state backing.

The facility has an eight-year maturity and will pay a margin of 200 basis points over London interbank offered rate (Libor).

International bankers' enthusiasm for the deal is thought to be partly motivated by their desire to forge a commercial relationship with Gazprom that might lead to subsequent business.

The loan will go towards funding the construction of a 4,200km pipeline from the Yamal peninsula gas

fields in western Siberia to Frankfurt an der Oder, an east German town on the border with Poland, which is expected to start phased operation in 1998.

Observers in the international syndicated loans market expect more syndicated loans for Gazprom in the coming years, and the company is also expected to tap the eurobond market this year for \$250m to \$300m.

Dresdner Kleinwort Benson, jointly with Morgan Stanley, arranged Gazprom's debut on the

international equity market last October, when it raised \$429.3m through the international sale of American Depository Shares.

• The Latvian Privatisation said Gazprom had asked for the deadline for it to sign an agreement on buying a stake in Latvian Gas to be extended to March, Reuters reported.

Mr Janis Naglis, LPA director-general, said Gazprom had asked for the delay as it wanted to clarify the financial situation of Latvian Gas.

Italian BTP yields climb above gilts

GOVERNMENT BONDS

By Samer Iskander
in London and
Lisa Bransten in New York

excludes mortgages, had not fallen in January from December's 3.1 per cent.

However, analysts said the bearishness was likely to be short-lived. "The underlying inflation outlook is brighter than the headline numbers indicate," said Mr Simon Briscoe, chief UK economist at Nikko Europe. "The rise is largely accounted for by housing and seasonal food prices." The headline rate of growth in retail prices was 2.8 per cent, up from December's 2.5 per cent.

Weaker than expected data on retail sales in January helped US Treasury prices advance in quiet trade ahead of the final leg of the Treasury's quarterly refunding.

Near midday, the benchmark 30-year Treasury was stronger at 7.74 to yield 6.884 per cent, while the two year note added 1 at 104.4, yielding 5.839 per cent.

There was little nervousness ahead of the Treasury's auction of \$10bn in 30-year notes, despite weak demand shown at Wednesday's sale of \$12bn in 10-year notes.

The market got some support from news that January retail sales had risen 0.6 per cent, slightly less than economists' expectations of 0.7 per cent. But gains from that number were held back by a large drop in the number of people filing first time claims for unemployment benefits last week.

The drop in new claims for the February 8 week could signal a troubling further tightening in labour market conditions," said Mr Joseph Liro of CIBC Wood Gundy in New York, and this could prompt a rise in interest rates.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

	Red	Coupon	Date	Price	Day's	Change	Yield	Week	ago	Month	ago
Australia	6.750	11/06	85.7258	-0.070	7.37	7.32	7.62				
Belgium	5.625	01/07	100.5300	+0.130	5.55	5.58	5.98				
Canada	6.250	03/07	98.7010	+0.150	6.33	5.94	6.07				
Denmark	6.000	03/05	100.5700	+0.070	5.98	5.98	6.00				
BTAN	5.500	10/01	104.8397	-0.434	4.47	4.72					
OAT	6.500	10/06	106.1700	+0.010	5.40	5.54	5.92				
Germany Bund	6.000	01/07	103.2900	-0.020	5.58	5.68	5.97				
Italy	6.000	06/08	111.1500	-0.020	6.39	6.58	6.90				
Japan	No 143	8.200	09/01	121.3330	-0.020	7.05	7.05	7.55			
No 182	3.000	08/05	104.5007	-0.020	1.29	2.37	2.63				
Netherlands	5.750	01/07	102.3600	+0.100	5.31	5.49	5.67				
Portugal	9.500	02/08	119.2000	+0.700	5.61	6.70	6.95				
Spain	7.250	03/07	103.9500	-0.160	6.64	6.78	6.91				
Sweden	8.000	08/07	105.9900	-0.160	7.27	7.27	7.50				
UK Gilts	7.500	12/06	102.19	-0.22	7.13	7.27	7.54				
9.000	10/08	114-11	-0.02	7.21	7.26	7.81					
US Treasury	6.500	10/08	100-22	+0.32	6.40	6.46	6.52				
6.500	11/26	97-17	+0.32	6.69	6.76	6.75					
ECU (French Govt)	7.000	04/08	108.4200	+0.200	5.79						

Colombian global debut well received

INTERNATIONAL BONDS

By Edward Luce, Samer Iskander and Conner Middelmann

Colombia's global US\$1bn bond set the tone yesterday in trading marked by a series of debut issues.

Apart from the Colombian issue, comprising a 10-year US\$500m global bond and a 30-year bond at \$250m, there were two other maiden offers, including DM250m issued by Turkey's Halk Bank - the first eurobond by a Turkish financial institution - and the first 10-year eurobond, by the International Finance Corporation.

A spokesman for J.P. Morgan, which led the Colombia issue with Merrill Lynch, said the 10-year tranche was four times oversubscribed and the 30-year five times.

"The fact that the bond has appreciated has enabled this deal to go ahead," said Mr Gerry Moes, director of syndicate at Hambros.

Hambros also pointed out that total issuance of eurobonds since 1990 has risen from 170 basis points from 170 points at launch.

Syndicate managers said

the issue was widely distributed, with 53 per cent of the 30-year paper and 64 per cent of the 10-year bonds going to US investors. Some 29 per cent and 16 per cent, respectively, went to European investors.

"The deal has met overwhelming demand," said J.P. Morgan. "The fact that Colombia has investment grade ratings and a very good history on its debt management obviously helped."

The IFC also drew attention with the first 10-year eurobond issue - R500m of zero-coupon bonds. Hambros said investors had been encouraged by the appreciation of the rand from R470 against the dollar to R440 this year and high level of redemptions of previous one-year eurobond issues.

"The fact that the rand has appreciated has enabled this deal to go ahead," said Mr Gerry Moes, director of syndicate at Hambros.

Hambros also pointed out that total issuance of eurobonds since 1990 has risen from 170 basis points from 170 points at launch.

Yield spreads on both bonds tightened in early trading, with the 10-year narrowing to 127 basis points from an initial spread of 130 points over US Treasuries and the 30-year tightening to 168 basis points from 170 points at launch.

Syndicate managers said

strong demand for Halk Bank's debut eurobond prompted J.P. Morgan and US, the lead managers, to increase the offer by DM100m to DM250m. The five-year bonds, offered at a yield of 348 basis points over bonds, rose by half a point from the par re-offer price, according to Halk Bank.

"This is the first deal ever by a Turkish bank," said Mr Barbaros Olcay, vice-chairman of Halk Bank. "We had thought about issuing in dollars or a multicurrency, but investor demand is so strong in Germany we thought it was better in DMs."

Cargill, the largest private company in the US, with annual revenues of \$50bn, returned to the market after a 10-year absence with the first deal under its \$1bn MTM programme.

Morgan Stanley, the lead manager, said Cargill had met its objective of accessing a wide range of retail and institutional investors in Europe and Asia.

Toyota Motor Credit Corporation issued DM500m of bonds due December 2001, aimed largely at Swiss and

continental European retail accounts, traditionally keen buyers of TMCC debt. The deal was led jointly by Deutsche Morgan Grenfell and Goldman Sachs.

The bonds were priced at a spread of 5 basis points over German government bonds, which widened slightly after they were freed to trade. A DM1bn issue of bonds due

2001 for TMCC, launched last October at a spread of 5 basis points, now trades at 2 basis points below bonds.

Elsewhere, Fannie Mae's innovative \$1bn of bonds continued to see good flows, having been heavily oversubscribed. Lead managers BZW and Merrill Lynch reported a combined total order book of \$1.65bn.

Elsewhere, ANZ Investment Bank announced it had been mandated to lead management of Pakistan's forthcoming three-year bond issue.

ANZ said it would conduct a road-show in March and launch the deal before the end of that month. It will be Pakistan's first international offering since the February 3 election.

In the UK gilts market, yields of 10-year issues have risen by roughly 4 per cent since the beginning of the year. Yesterday, Liffe's March long gilt future fell to settle at 113.4. Traders were disappointed that the core component of retail price inflation, which

for the February 8 week could signal a troubling further tightening in labour market conditions," said Mr Joseph Liro of CIBC Wood Gundy in New York, and this could prompt a rise in interest rates.

NOTIONAL BOND FUTURES (Liffe) DM250,000 points of 100%

Italian BTP
yields climb
above gilts

MARKETS REPORT

By Wolfgang Münchau

The Bundesbank's attempts to stop the slide in the D-Mark against the US dollar had relatively little impact on the currency markets, as traders chose to ignore the pleas from Frankfurt.

The dollar rose by 0.38 pennies against the D-Mark to DM1.6871, a level which the German central bank made it clear should not be pushed any higher.

Sterling yesterday took a break from its inexorable rise against the D-Mark, and fell by 1.28 pennies to DM2.7857.

■ The Bundesbank's latest warning had come from Mr Johann Wilhelm Gaddum, the vice-president, who said the depreciation of the D-Mark had gone far enough. German officials fear that a further decline in the D-Mark could lead to rises in

imported inflation, to which the Bundesbank could not respond by raising interest rates, given the current sentiments about Germany's economic performance and difficulties in meeting the Maastricht criteria for the single European currency.

Mr Klaus Baader, senior currency economist at Deutsche Morgan Grenfell in London, said the market ignored the pleas because the Bundesbank has virtually no sanctions up its sleeve. "It is one thing for a central bank to determine an ideal exchange-rate parity, it is quite another thing to obtain it. The markets look at a broadly stable environment and see that a change in monetary policy is unlikely."

There remains further

■ Pound in New York

Feb 13 Latest Prev. close

£ spot 1.6235 1.6305

1 mth 1.6225 1.6255

3 mth 1.6205 1.6276

1 yr 1.6107 1.6188

upside potential for the dollar against the D-Mark according to several strategists - perhaps for a rise in the dollar by 10 pennies.

But Mr Tony Norbury, currency strategist at ABN Amro Bank in London, warned that there were a number of reasons to suspect that the dollar will not continue appreciating against the D-Mark.

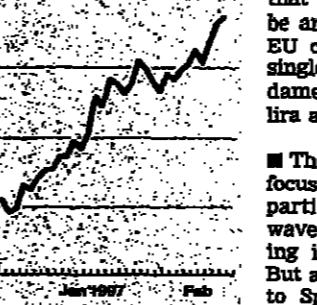
He pointed out that real yields in the US are no higher than German yields. Nor was there an immediate prospect of a tightening in US monetary policy.

Furthermore, the markets may be too pessimistic about the German economy. This applies especially to the rate of unemployment - the recent increase was due almost entirely to seasonal factors and is expected to be reversed in the spring.

■ Despite its continued weakness against the dollar, the D-Mark did not weaken

Dollar

Against the D-Mark (DM per \$)



ment's ability to achieve further fiscal tightening this year. A growing expectation that Italy will probably not be among the first group of EU countries to adopt the single currency added to fundamental weakness of the lira at present.

■ The markets have so far focused on Italy's chances of participating in the first wave of countries participating in the single currency. But attention may soon shift to Spain and Portugal. Mr Antonio Sousa Franco, Portugal's finance minister, yesterday declared confidently that "we are going to be in the euro. We are going to be in the first wave." Portugal's

government is forecasting a deficit of 2.9 per cent of gross domestic product for this year, the same Germany's forecast, and just under the 3 per cent ceiling under the Maastricht Treaty.

■ Treasury strategists said sterling's small decline against the D-Mark was partly connected to mildly disappointing inflation figures, and the news that the opposition Labour Party has tabled a vote of censure against a senior government minister. The prospects of a defeat for the government were sufficient to unsettle the markets.

Mr Norbury said that despite yesterday's jitters, "the fundamental strength of sterling, especially against the D-Mark, is not going to disappear soon. But even if you are bullish about sterling or the dollar, there is enough uncertainty around to justify a temporary pause."

WORLD INTEREST RATES

MONEY RATES

February 13	Over night	One month	Three months	Six months	One year	Lomb. rate	Dis. rate	Repo rate
Belgium	3.4	3.5	3.5	3.5	3.5	3.0	2.5	-
France	3.4	3.5	3.5	3.5	3.5	3.1	2.7	4.7
Germany	3.4	3.5	3.5	3.5	3.5	3.4	2.5	3.0
Ireland	5.3	5.5	5.5	5.5	5.5	4.5	2.5	3.25
Italy	7.4	7.5	7.5	7.5	7.5	8.25	8.75	7.41
Netherlands	2.8	3	3	3	3	3	3	3.00
Switzerland	1.6	1.6	1.6	1.6	1.6	1.00	-	-
Japan	5.1	5.4	5.4	5.4	5.4	5.0	5.0	5.0

■ LIBOR FT London

Interbank Floating

US Dollar CDs

ECB Discounted

UK LIBOR

3 LIBOR Interbank floating rates are offered rates for \$100,000 quoted to the market by four reference banks at 11am each working day. The banks are: Standard Trust, Bank of Tokyo Mitsubishi, Barclays and National Westminster.

Mid rates are shown for the domestic: Money Rates, US CDs, ECU and GBP United Deposits (Dis-

Short term rates are for the US Dollar and Yen, others: two day's rates.

■ EURO CURRENCY INTEREST RATES

Feb 13 Short term 7 days notice One month Three months Six months One year

Belgian Franc	3.1 - 2.9	3.1 - 3.1	3.2 - 3.1	3.2 - 3.1	3.2 - 3.1	3.2 - 3.1
Denmark Krone	3.1 - 3.2	3.1 - 3.2	3.1 - 3.1	3.1 - 3.1	3.1 - 3.1	3.1 - 3.1
German Mark	3.1 - 3.2	3.1 - 3.1	3.1 - 3.1	3.1 - 3.1	3.1 - 3.1	3.1 - 3.1
Dutch Guilder	2.8 - 2.9	2.8 - 2.9	2.8 - 2.9	2.8 - 2.9	2.8 - 2.9	2.8 - 2.9
French Franc	3.4 - 3.6	3.4 - 3.6	3.4 - 3.6	3.4 - 3.6	3.4 - 3.6	3.4 - 3.6
Portuguese Esc	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2
Swiss Franc	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2	3.1 - 3.2
Sterling	6 - 5.7	6.1 - 5.1	6.1 - 5.1	6.1 - 5.1	6.1 - 5.1	6.1 - 5.1
Canadian Dollar	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1
US Dollar	4.5 - 5	5.1 - 5.1	5.1 - 5.1	5.1 - 5.1	5.1 - 5.1	5.1 - 5.1
Italian Lira	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2
Asian Yen	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2	7.1 - 7.2
Austrian Sch	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1
Asian \$Sng	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1	1.1 - 1.1

Short term rates are for the US Dollar and Yen, others: two day's rates.

■ THREE MONTHS MATURED FUTURES (LIBOR) DM1m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 96.70 96.70 +0.01 96.71 96.69 7.807 68.84

Apr 96.74 96.73 - - 96.74 96.72 8.100 51.983

Sep 96.71 96.71 +0.01 96.71 96.69 5.197 35.245

■ THREE MONTHS EURORUPEAN FUTURES (LIBOR) DM1m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 98.87 98.87 -0.03 98.88 98.86 14.697 20002

Apr 98.85 98.81 -0.02 98.83 98.81 12.279 150128

Sep 98.70 98.67 -0.01 98.70 98.65 13749 185475

■ ONE MONTH EURORUPEAN FUTURES (LIBOR) DM50m points of 100%

Open Set price Change High Low Est. vol Open Int.

Feb 98.84 98.82 -0.03 98.85 98.82 14.282 11458

Mar 98.85 98.83 -0.02 98.86 98.83 17.005 27055

Apr 98.80 98.79 -0.01 98.80 98.79 1072 1794

May 98.60 98.58 -0.03 98.65 98.58 3476 3476

■ THREE MONTHS EURORUPEAN FUTURES (LIBOR) £1000m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 92.97 92.94 -0.03 92.97 92.91 32890 96658

Jun 93.45 93.45 -0.07 93.53 93.40 31578 80755

Sep 93.20 93.20 -0.02 93.28 93.21 29241 12651

Dec 94.06 94.06 -0.01 94.05 94.03 7247 3476

■ THREE MONTHS SWISS FRANC FUTURES (LIBOR) £100m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 98.33 98.33 -0.01 98.35 98.31 8125 30492

Jun 98.35 98.38 -0.01 98.37 98.33 9585 22320

Sep 98.37 98.37 -0.02 98.38 98.34 9584 22321

Dec 98.40 98.40 -0.01 98.40 98.37 9584 22321

■ THREE MONTHS SWISS FRANC FUTURES (LIBOR) £1000m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 98.46 98.46 -0.01 98.46 98.41 778 7710

Jun 98.43 98.43 -0.01 98.43 98.38 0 0

Sep 98.37 98.37 -0.01 98.37 98.32 0 0

■ THREE MONTH ECU FUTURES (LIBOR) £100m points of 100%

Open Set price Change High Low Est. vol Open Int.

Mar 95.98 95.93 -0.03 95.98 95.93 778 7710

Jun 96.00 96.00 -0.03 96.03 96.00 858 5872

Sep 95.98 95.91 -0.02 95.95 95.90 285 285

Dec 95.98 95.95 -0.02 95.98 95.95 211 4778

■ LIBOR futures are also traded on APT

■ EURORUPEAN OPTIONS (LIBOR) £1000m points of 100%

Strike Price Calls Jun Sep Calls Jun Sep Calls Jun Sep

Price 0.23 0.75 1.12 0.04 0.05 0.08

0.00 0.07 0.55 0.13 0.10 0.12

0.02 0.37 0.71 0.33 0.17 0.17

0.00 0.00 0.00 0.00 0.00

COMMODITIES AND AGRICULTURE

A ministerial meeting last week paved the way for a surge of UK imports

Deal expected soon on Norwegian gas

Legal problems holding up an Anglo-Norwegian agreement that could unleash a surge of Norwegian gas exports to the UK are expected to be resolved "within weeks," according to a UK government official.

Mr John Michel, the head of the oil and gas division at the Department of Trade and Industry, said the government was "very pleased at the outcome" of a meeting last week between Lord Fraser, the UK energy minister, and his Norwegian counterpart.

Mr Michel said the negotiation of a new treaty to cover gas exports from Norway to the UK through the Frigg pipeline would take considerably longer.

But he was optimistic that a "pragmatic" solution would be found to problems concerning the jurisdiction of the two countries over the pipeline.

He conceded that a number of UK North Sea gas producers had approached the

DTI to express concern over a new Frigg treaty, and the threat that cheap Norwegian gas exports could pose.

But he said volumes through the pipeline would be determined by market forces. The intent of the agreement was for the pipeline's capacity "to be used to the full."

In 1985 Norwegian gas supplied about 27 per cent of UK demand. But a sharp increase in UK gas production and the refusal of the British government to authorise new gas imports has caused Norway's share of the UK market to fall to about two per cent.

In recent months the government has been particularly keen to reach agreement on a new treaty as part of its drive to open continental European gas markets to greater competition.

An effective ban on new Norwegian exports sat uneasily against the government's free trade policy.

The speed with which

Norway might exploit a new treaty is not known. Some Norwegian fields which lie close to the pipeline route could be tied in relatively quickly, say British officials.

However, much depends on whether Norwegian suppliers can find a market for the gas in the UK - which currently has a surplus - or whether they will be more interested in opening a new export route to Europe through Britain.

The UK-Continent interconnector linking Bacton to Zeebrugge in Belgium is due to open at the end of 1998.

Although there were signs of significant movement towards European gas liberalisation last year, there are fears among UK officials that the desire for change is evaporating.

Ms Clare Spottiswoode, the gas industry regulator in Britain and a leading advocate of change in Europe's gas industry, yesterday said that in recent weeks, "there



Lord Fraser, UK energy minister

has been a lot of nice words about liberalisation but very little action."

● Europe's first natural gas futures contract was officially launched yesterday at London's International

Petroleum Exchange. The first two weeks of trading have produced a "respectable" daily average volume of 233 trades, according to IPE officials.

However, traders which have used the contract say many more market participants, and especially speculative traders, will need to become involved before it can reach the liquidity levels desired.

Glencore deal helps zinc to \$1,221 a tonne

MARKETS REPORT

By Peter John

Zinc prices shot through an important psychological level yesterday as dealers responded to several pieces of positive fundamental news. The contract traded on the London Metal Exchange rose \$3 to breach \$1,200, reaching \$1,221 a tonne.

Dealers were reacting to news that Glencore, the Switzerland-based trading group, had bought almost 25 per cent of Asturiana de Zinc of Spain, the world's fourth largest zinc producer. There was also speculation that Asturiana was suffering a trucking strike, which was restricting stock levels.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE (Prices from Amalgamated Metal Trading)

ALUMINIUM (\$ per tonne)							
Cash	3 mths						
Close	1543-4	1575-6					
Previous	1524-25	1557-5-58.0					
High/low	1578/1560						
AM Official	1532-33	1564-5					
Kerb close		1575-6					
Open int.	251,197						
Total daily turnover	95,824						
ALUMINIUM ALLOY (\$ per tonne)							
Close	1480-65	1488-60					
Previous	1435-45	1455-7					
High/low	1490/1470						
AM Official	1450-60	1490-51					
Kerb close		1490-2					
Open int.	5,562						
Total daily turnover	1,365						
LEAD (\$ per tonne)							
Close	651-2	657-3					
Previous	644-45	652-53					
High/low	652/650	682/650					
AM Official	652-53	658-59					
Kerb close		656-7					
Open int.	39,886						
Total daily turnover	11,704						
NICKEL (\$ per tonne)							
Close	7820-30	7810-15					
Previous	7785-95	7870-80					
High/low	7840/7840						
AM Official	7795-800	7900-10					
Kerb close		7870-80					
Open int.	51,246						
Total daily turnover	10,415						
TIN (\$ per tonne)							
Close	5880-85	5838-40					
Previous	5855-75	5830-45					
High/low	5875	5800/5830					
AM Official	5870-85	5830-45					
Kerb close		5855-7					
Open int.	15,590						
Total daily turnover	3,236						
ZINC, special high grade (\$ per tonne)							
Close	1202-1	1223-4					
Previous	1185-68	1189-69					
High/low	1195	1229/1190					
AM Official	1194-9	1215-18					
Kerb close		1221-2					
Open int.	87,267						
Total daily turnover	28,220						
CRUDE OIL NYMEX (\$/barrel)							
Latest	Buy/sell						
price	change	High	Low	Vol	Int.		
Mar	-0.07	22.05	21.93	52,673	1,192		
Apr	-0.05	21.76	21.55	47,200	72,184		
May	-0.04	21.48	21.45	51,533	47,178		
Jun	-0.01	21.14	20.70	7,065	35,422		
Jul	-0.01	20.95	20.55	3,083	16,833		
Aug	-0.01	20.71	20.45	5,975	5,070		
Total		157,227	157,226	53,513	11,773		
PRECIOUS METALS							
LONDON BULLION MARKET (Prices supplied by N Rothchild)							
Gold/Troy oz	5 price	£ equiv	\$/oz equiv				
Close	342.00-342.30						
Opening	343.80-343.90						
Morning fix	343.00	208.85	498.938				
Afternoon fix	342.85	210.85	498.671				
Days	342.80-342.90						
Days Low	341.80-342.10						
Previous close	342.80-343.90						
London Live Gold Lending Rates (Vs US\$)							
1 month	3.50	6 months	4.07				
2 months	3.79	12 months	4.01				
3 months	3.85						
Silver Fix	1.07/1.08	US cts equiv.					
Spot	318.80	512.25					
3 months	318.10	518.35					
6 months	322.55	524.60					
1 year	331.80	537.45					
Gold Coins	\$ price	£ equiv.					
Krugerrand	242.344	210.212					
Maple Leaf	-	-					
New Sovereign	81.84	50.52					
PRECIOUS METALS							
LONDON BULLION MARKET (Prices supplied by N Rothchild)							
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London Live Gold Lending Rates (Vs US\$)							
1 month	3.50	6 months	4.07				
2 months	3.79	12 months	4.01				
3 months	3.85						
Silver Fix	1.07/1.08	US cts equiv.					
Spot	318.80	512.25					
3 months	318.10	518.35					
6 months	322.55	524.60				</	

FT MANAGED FUNDS SERVICE

Offshore Funds and Insurances

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (44 171) 873 4378 for more details.

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OTHER OFFSHORE FUNDS

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

MG Investors	1.00

OTHER INVESTMENT TRUSTS

The following investment trusts are not eligible for inclusion in the FTSE All-Share Share Service	1.00
Alpha Fund	1.00

INVESTMENT COMPANIES

ABM Distribution	1.00

LEISURE & HOTELS

All Leisure	1.00

LIFE ASSURANCE

AGICO Plc	1.00

MEDIA - Cont.

Alpha Media	1.00

OIL EXPLORATION & PRODUCTION

Alpha Petroleum	1.00

OTHER FINANCIAL

Alpha Financial	1.00

PROPERTY - Cont.

Alpha Holdings	1.00

PAPER, PACKAGING & PRINTING

Alpha Holdings	1.00

PAPER, PACKAGING & PRINTING - Cont.

Alpha Holdings	1.00

PHARMACEUTICALS

Alpha Pharmaceuticals	1.00

PROPERTY

Alpha Properties	1.00

RETAILERS, GENERAL - Cont.

Alpha Properties	1.00

SUPPORT SERVICES

Alpha Services	1.00

TELECOMMUNICATIONS

Alpha Telecommunications	1.00

TEXTILES & APPAREL - Cont.

Alpha Textiles	1.00

AIM - Cont.

Alpha Textiles	1.00

Alpha Textiles	1.00

AMERICANS	1.00

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LONDON STOCK EXCHANGE

Wall Street pushes Footsie to a new high

MARKET REPORT

By Philip Coggan,
Markets Editor

The influence of Wall Street overcame the effect of further disappointing news on inflation to send the FTSE 100 index to another all-time high.

Having risen 104 points on Wednesday, the Dow Jones Industrial Average made another strong start yesterday and looked set to attack the 7,000 level. At the close of London trading, the Dow was around 20 points ahead.

European markets were also supportive, with around 10 continental bourses at all-time highs.

Footsie got an immediate lift from the Dow's Wednesday performance and by 9am was 30 points ahead. However, the inflation numbers gave the market something to chew on as they showed a rise in the headline rate from 2.5 per cent to 2.8 per cent and an unchanged underlying rate (excluding mortgage interest payments) of 3.1 per cent when most analysts had expected a fall.

The chances look slim of the government meeting its target of pushing underlying inflation below 2.5 per cent by the end of this Parliament.

Mr Richard Jeffrey, Charterhouse group economist, said:

"The inflation numbers were the latest in a string of data to cause concern. The Bank of England report on Wednesday predicted inflation falling sharply in the first quarter, and this is not a good start. One has a suspicion that the impact of a strong pound on retail prices will not be as great as the Bank believes."

Gilt prices were hit by the inflation news and the benchmark 10-year issue was down around five ticks at the close of trading.

But the equity market was not depressed for long and by mid-morning Footsie had reached its high for the day of 4,329.9. Further support from Wall Street in

the afternoon helped the leading index to close at 4,327.1.

Other indices were also higher. The FTSE 250 rose 12.2 to 4,583.7 while the SmallCap index set another all-time high of 2,353.1, up 5.1 on the day.

Corporate news was mixed, with a strong set of numbers from oil giant Shell and a bid approach to security group Chubb, offsetting an £100m charge against accounting irregularities at Pearson, the media group, and some sterling-related caution at the insurance broker Willis Corroon.

Mr Corey Miller, equity strategist at Credit Lyonnais Leasing, said: "The undercurrent of the

market is very, very strong and it seems able to shrug off the recent profit warnings. But in valuation terms, particularly in relation to index-linked gilts, it is looking a bit stretched."

The dividend yield on the FTSE All-Share Index was just 3.51 per cent on Wednesday night, while index-linked gilts, a virtually risk-free asset, were offering a real yield of around 3.4 per cent.

Volume was a healthy 936.8 million shares, up by the 6pm count, of which 56 per cent was in non-Footsie stocks. The value of customer business on Wednesday, excluding Crest-transacted trades, was £747.6m.

FTSE All-Share Index
2,125.8 2,108 2,075 2,050 2,028 2,003 1,975 1,950 1,925 1,900 1,875 1,850 1,825 1,800 1,775 1,750 1,725 1,700 1,675 1,650 1,625 1,600 1,575 1,550 1,525 1,500 1,475 1,450 1,425 1,400 1,375 1,350 1,325 1,300 1,275 1,250 1,225 1,200 1,175 1,150 1,125 1,100 1,075 1,050 1,025 1,000 975 950 925 900 875 850 825 800 775 750 725 700 675 650 625 600 575 550 525 500 475 450 425 400 375 350 325 300 275 250 225 200 175 150 125 100 75 50 25 0

Indices and ratios
FTSE 100 4327.1 +22.8 FT 30 2837.8 +10.0
FTSE 250 4583.7 +12.2 FTSE Non-Fins p/e 18.19 +18.31
FTSE 350 2134.7 +10.0 FTSE 100 Fri Mar 4315.0 +16.0
FTSE All-Share 2107.21 +9.52 10 yr Gilt yield 7.15 7.13
FTSE All-Share yield 3.51 3.51 Long gilt/equity yld ratio 2.07 2.05

Best performing sectors
1 Household Goods +1.9 1 Chemicals -0.7
2 Health Care +1.7 2 Insurance -0.5
3 Pharmaceuticals +1.6 3 Building Mats & Merch -0.5
4 Consumer Goods +1.2 4 Other Financial -0.5
5 Food Producers +1.1 5 Water -0.4

Worst performing sectors
1 Chemicals -0.7 1.0
2 Insurance -0.5 0.7
3 Building Mats & Merch -0.5 0.5
4 Other Financial -0.5 0.5
5 Water -0.4 0.4

FUTURES AND OPTIONS

■ FTSE 100 INDEX FUTURES (LIFFE) £25 per full index point (APT)

Open Sett price Change High Low Est. vol Open Int.
Mar 4319.0 4316.0 +17.0 4324.0 4307.0 10850 58785
Jun 4336.0 4336.0 +17.5 4338.0 4336.0 0 5864
Sep 4322.0 4322.0 +17.0 4321.0 4321.0 0 1801

■ FTSE 250 INDEX FUTURES (LIFFE) £10 per full index point

Mar 4615.0 4625.0 +31.0 4625.0 4615.0 340 8378

■ FTSE 100 INDEX OPTION (LIFFE) £10 per full index point

Open Sett price Change High Low Est. vol Open Int.
Feb 4159.0 4159.0 +10.0 4160.0 4159.0 20 92 57 100 148 100
Mar 4165.0 4165.0 +12.5 4167.0 4165.0 22 92 57 100 148 100
Apr 4172.0 4172.0 +15.0 4173.0 4172.0 22 92 57 100 148 100
May 4178.0 4178.0 +17.5 4179.0 4178.0 22 92 57 100 148 100
Jun 4185.0 4185.0 +20.0 4186.0 4185.0 22 92 57 100 148 100
Sep 216.0 216.0 +24.0 216.0 216.0 103 177

■ FTSE 100 INDEX OPTION (LIFFE) £10 per full index point

Feb 4175.0 4175.0 +10.0 4175.0 4175.0 20 92 57 100 148 100

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■ FTSE 100 INDEX OPTION (LIFFE) £10 per full index point

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Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS																												
EUROPE			ASIA (Feb 13/ Sch)			SWEDEN (Feb 13/ Kronor)			HONG KONG (Feb 13/ HK\$)																			
Country	High	Low	Yld	P/E	High	Low	Yld	P/E	High	Low	Yld	P/E	High	Low	Yld	P/E	High	Low	Yld	P/E	Yield							
Canada	1,179	-	+11.1	239	881	2.5	-	Schweiz	145.60	-180	147.50	100.40	1.4	33.1	DKBGB	63.84	-	83.84	82.85	0.8	27.9	Mits.	248	-3	440	248	0.3	
Denmark	320.80	-40	324.80	240.40	140.80	1.0	0.5	Stoxx	260.50	-50	260.45	227	0.7	49.4	KRIB	10.00	-	23	24.00	22.5	2.2	14.7	Mits.	248	-3	440	248	0.3
Croatia	3,423	-	+37.4	567	2,048	0.8	37.8	Sweden	97.33	-	+20	87.80	70.27	1.7	19.5	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Cyprus	247.63	-	-10.2	25.20	165.70	1.0	-	Switzerland	1,100	-	-	1,000	1,000	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Cyprus	250	-	+1	245	160.50	-	-	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	250	-	+1	245	160.50	-	-	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Finland	250	-	+1	245	160.50	-	-	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Austria	1,780	-	-81	1,975	1,250	-	-	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
BMW	1,238	-	-1	1,454	1,055	2.3	155.5	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
BMW	807	-	+1	1,067	1,250	2.3	172	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
BMW	417.65	-	-7.35	465.30	286	2.4	24	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
BMW	521.50	-	+10.50	565.75	286	2.4	24	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
BMW	575	-	-5	717	573	2.3	162	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Croatia	684.40	-	+2.50	750	573	2.4	135	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Croatia	421	-	-1	851	471.50	2.4	124	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Croatia	5,025	-	+3.75	2,749	1,050	2.4	-	Switzerland	1,200	-	-	1,200	1,200	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
Denmark	1,720	-	-1	1,778	1,200	2.3	245	Denmark	150	-	-	150	150	1.0	1.0	KRIB	54.10	-	54.30	50.70	2.3	37.8	KRIB	248	-	248	248	0.3
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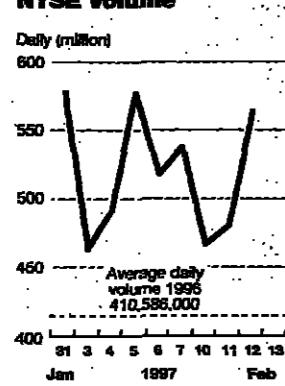
Strong Dow flirts with 7,000 level

AMERICAS

Blue-chip shares in the Dow Jones Industrial Average spent the early afternoon flirting with the 7,000 point level, amid continued strength in the technology sector, writes Lisa Bransten in New York.

The Dow first moved above 7,000 at about 12.45pm but then ticked back. By 1pm the index was 31.56 stronger at 6,983.19. The Standard & Poor's 500, which crossed the 600 point level on Wednesday, also advanced, rising 6.08 to 808.85. NYSE volume was 332m shares.

NYSE volume



The Nasdaq composite outperformed the Dow and climbed 9.89 to 1,368.85 as it continued to recover losses posted in recent sessions.

The Pacific Stock Exchange technology index, which contains NYSE and Nasdaq issues, added 1.5 per cent.

Gains in the technology sector were concentrated among semiconductor and computer companies. IBM climbed \$2 to \$146.74. Dell Computer advanced \$3.45 or 5 per cent at \$704.25. Taiwan 2000 climbed \$2 to \$63, and Compaq Computer added

\$24 at \$344. In semiconductors Novellus Systems was up 5.6% or 8 per cent at \$85.8.

Shares in consumer companies were especially strong and the Morgan Stanley Index of consumer companies added 0.6 per cent.

USLife jumped \$57 or 13 per cent to \$475 on news that it had agreed to be acquired by American General for about \$49 per share.

Shares in American General advanced 8% at \$411 on the news.

United HealthCare, one of the largest health maintenance organisations in the US, reported better-than-expected profit margins sending its share up \$24 per 4 per cent to \$505. Aetna advanced \$33 to \$853 and Oxford Health Plans was \$34 stronger at \$695.

TORONTO pressed further into record territory at mid-session, taking the TSE-300 composite index above 6,200 points as all sectors except real estates climbed. The index was 44.02 higher at 6,209.40 in heavy volume of 6.6m shares.

Bre-X Minerals spurted C\$1.30 to C\$24.00 on speculation about whether it had reached agreement with Indonesian partners over the huge Busang gold deposit.

The Indonesian government had asked Bre-X and Barrick Gold, 55 cents higher at C\$6.80, to reach agreements with their local partners by the middle of this month.

Wasco Energy was C\$1.80 higher at C\$18.75 on expectations that another offer would emerge to rival the C\$18.50 a share bid from Talisman Energy. Talisman added C\$1.80 to C\$46.20.

Newport Petroleum rose 40 cents to C\$9.40 and Cimaron jumped C\$1.85 to C\$24.15 on their agreed merger under a share swap deal.

Sao Paulo 2.6% higher

SAO PAULO added to Wednesday's 4.3 per cent rise with another of 2.6 per cent as the market continued to catch up with its neighbours, having been closed on Monday and Tuesday. The Bovespa index was 88,977 as investors positioned themselves for Monday's options settlement.

MEXICO CITY turned back at mid-morning from an early intra-day record high as investors stepped in

to take profits. The IPC index was 17.85 weaker by midsession at 3,784.78.

BUENOS AIRES was bolstered by stronger-than-expected profits from the market bellwether, YPF, and by midsession, the Merval index stood 1.59 higher at 2,271.00.

The oil giant edged 0.8 per cent higher at 28 pesos after reporting fourth-quarter profits of \$218m compared with \$136m in the same period of 1996.

TAIPEI in contrast, saw the computer giant, Acer, soar in late trade to close T\$3.50 or 6.5 per cent higher at T\$57.50 as recent depreciation of the Taiwan dollar boosted market confidence about the company's sales to the US. The broad market hit a six-year high, the weighted index closing 112.18 or 1.5 per cent higher at 7,536.28.

The Nikkei 225 average closed 27.10 higher at 18,688.06 after an opening low of 18,505.09, and a high of 18,854.76. Foreign investors chased market-leading exporters, and late profit taking seemed natural after three days of gains which had boosted the Nikkei by 4.5 per cent. Dealers were also active, ahead of tomorrow's special quotation settlements of futures and options contracts.

The chairman of the ruling Liberal Democratic Party's Policy Research Council, Mr Taku Yamasaki, added some buoyancy to the banking sector with his hint on Wednesday night that public money might be used to protect holders of debentures issued by Japan's long-term credit banks in the event of a financial crisis.

This followed the savaging of bank shares last week, and Monday's statement from the Japanese finance minister, Mr Hiroshi Mitsuoka, that the government would support the nation's leading 20 commercial banks.

Volume swelled from 457.8m shares to an estimated 548m. Advances led declines by 681 to 422 with 146 unchanged. The Topix index of all first section stocks rose 14.36 to 1,382.79, and the capital-weighted Nikkei 300 by 3.27 to 255.51.

In London, the ISE/Nikkei 50 index jumped 10.53 to 1,449.44.

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